Task Analyses of Military Intelligence Critical Combat Functions

Terry P. Bartkoski and Kent E. Harrison
PRC, Inc.

Dorothy L. Finley
U.S. Army Research Institute

19980415 135

U.S. Army Research Institute for the Behavioral and Social Sciences

DTIC QUALITY INSPECTED 3

U.S. Army Research Institute
for the Behavioral and Social Sciences

A Directorate of the U.S. Total Army Personnel Command

EDGAR M. JOHNSON
Director

Research accomplished under contract
for the Department of the Army

BDM Federal, Inc.

Technical Review by

Beverly G. Knapp, USARLFE
Michael R. McCluskey, ARI

NOTICES

FINAL DISPOSITION: This Research Product may be destroyed when it is no longer needed. Please do not return it to the U.S. Army Research Institute for the Behavioral and Social Sciences.

NOTE: This Research Product is not to be construed as an official Department of the Army position, unless so designated by other authorized documents.

REPORT DOCUMENTATION PAGE

1. REPORT DATE 1998, January	2. REPORT TYPE Final	3. DATES COVERED (from. . . to) January 1995-September 1996
4. TITLE AND SUBTITLE Task Analyses of Military Intelligence Critical Combat Functions		**5a. CONTRACT OR GRANT NUMBER** MDA903-92-D-0075
		5b. PROGRAM ELEMENT NUMBER 0602785A
6. AUTHOR(S) Terry P. Bartkoski and Kent E. Harrison (PRC); and Dorothy L. Finley (ARI)		**5c. PROJECT NUMBER** A791
		5d. TASK NUMBER 2228
		5e. WORK UNIT NUMBER R02

7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) BDM Federal, Inc. U.S. Army Research Institute for the 1801 Randolph Street, SE Behavioral and Social Sciences Albuquerque, NM 87106 ATTN: TAPC-ARI-IK 2423 Morande Street PRC Inc. Fort Knox, KY 40121 1500 PRC Drive McLean, VA 22102	8. PERFORMING ORGANIZATION REPORT NUMBER
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES) U.S. Army Research Institute for the Behavioral and Social Sciences ATTN: TAPC-ARI-IK 5001 Eisenhower Avenue Alexandria, VA 22333-5600	10. MONITOR ACRONYM ARI
	11. MONITOR REPORT NUMBER Research Product 98-31

12. DISTRIBUTION/AVAILABILITY STATEMENT

Approved for public release; distribution is unlimited.

13. SUPPLEMENTARY NOTES

COR: Kathleen A. Quinkert

14. ABSTRACT *(Maximum 200 words)*:

This research product consolidates the task analyses of the four battle functions, or critical combat functions (CCFs), which comprise the intelligence Battlefield Operating System (BOS). These analyses cover brigade combat team intelligence processes and essential vertical and horizontal relationships with other organizational elements. The four CCFs are: CCF 1, Conduct Intelligence Planning; CCF 2, Collect Information; CCF 3, Process Information; and CCF 4, Disseminate Intelligence. These CCFs form the basis for the subsequent continuous and concurrent intelligence activities that provide critical and timely intelligence and intelligence products to the brigade commander, brigade staff, higher and adjacent units, and subordinate and supporting elements throughout all battle phases. The task analyses are based on conventional warfare doctrine but also address emerging doctrine related to the assignment of a direct support military intelligence company from the divisional military intelligence battalion in support of the brigade. These analyses can be used by different functional specialists (e.g., training, combat, and force developers). They will be especially of value where organizational interrelationships need to be considered in issues concerning combined arms integration, interaction, and synchronization. For example, the analyses provide information useful to training developers concerned with improving the proficiency with which intelligence activities are coordinated and then integrated into combat planning, preparation, and execution.

15. SUBJECT TERMS

Task Analysis	Battlefield functions	Brigade level tasks
Critical combat functions	Training development	Function analysis

SECURITY CLASSIFICATION OF			19. LIMITATION OF ABSTRACT	20. NUMBER OF PAGES	21. RESPONSIBLE PERSON (Name and Telephone Number)
16. REPORT Unclassified	17. ABSTRACT Unclassified	18. THIS PAGE Unclassified	Unlimited	350	Kathleen A. Quinkert, COR

i

Task Analyses of Military Intelligence Critical Combat Functions

Terry P. Bartkoski and Kent E. Harrison
PRC, Inc.

Dorothy L. Finley
U.S. Army Research Institute

Armored Forces Research Unit
Barbara A. Black, Chief

FOREWORD

One of the goals for the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) is to facilitate the development of training strategies that will serve the needs of the combined arms team today and into the 21st century; the latter as defined by the U.S. Army's Force XXI Program. The indispensable foundations, the cornerstones, for meeting this goal are solid information and data bases. One such base is a set of comprehensive descriptions of how soldiers accomplish their missions. Many task descriptions have been developed where the focus is on activities within a particular Battlefield Operating System (BOS); these are often further narrowed to one BOS element within one echelon (e.g. , an armored scout platoon). What has been lacking are task descriptions and analyses with a broader BOS perspective which focuses not only on intra-BOS relationships, but also the relationships of that BOS with other BOSs in accomplishing the overall mission. It is this latter perspective which is needed, for example, to define training requirements and strategies for combined arms operations.

This work is one in a series of reports to develop necessary combined arms task information data bases. It has been conducted under the Force XXI Training Program. The work describes processes and products related to the intelligence BOS as it functions at the brigade combat team level. It describes not only intelligence BOS activities internal to the brigade level; it also describes echelon relationships within the intelligence BOS (e.g., from brigade to division and battalion intelligence activities) and brigade intelligence relationships to other BOSs (e.g. battle command, mobility and survivability). The depiction of this combat force multiplier can be used by civilian and military trainers and training developers when assessing performance or developing enhanced training programs. ARI is using this work in its research on structured training for the force of the future.

ZITA M. SIMUTIS
Technical Director

ACKNOWLEDGMENTS

TASK ANALYSES OF MILITARY INTELLIGENCE CRITICAL COMBAT FUNCTIONS

CONTENTS

CONTENTS (Continued)

LIST OF FIGURES

CONTENTS (Continued)

TASK ANALYSES OF MILITARY INTELLIGENCE CRITICAL COMBAT FUNCTIONS

OVERVIEW

This preface provides the user with necessary and relevant information concerning the development of critical combat functions (CCF): CCF 1, Conduct Intelligence Planning, CCF 2, Collect Information, CCF 3, Process Information, and CCF 4, Disseminate Intelligence, as performed by a brigade. A **CCF** is defined as: "an integration (i.e., interrelationship) among participants and tasks that represents a force multiplier with a definable outcome." Participants and organizational structure identified in this analysis are based on table of organization and equipment (TOE) 87042L100, dated 10/05/95. Field Manual (FM) 71-3, The Armored and Mechanized Infantry Brigade, January 1996, was used to identify special staff positions.

These analyses of a brigade's performance of the CCFs which compose the Intelligence Battlefield Operating System (BOS) are a product of the process of developing a training strategy for the brigade. The analyses describe tasks, participants, products, processes, and relationships necessary for providing intelligence to the heavy brigade commander and staff, higher and lower units, supporting units, and adjacent units.

The CCF task analyses are based on the intelligence cycle defined by the United States Army Intelligence Center. This research product consolidates the task analyses of the four intelligence BOS CCFs. These four CCFs are: CCF 1, Conduct Intelligence Planning; CCF 2, Collect Information; CCF 3, Process Information; and CCF 4, Disseminate Intelligence. The battle phases of PLAN, PREPARE, and EXECUTE are not usually sequential phases in any of these CCFs. They are normally executed concurrently and overlap with each other. Sources used reflect current intelligence as well as command and control (C2) doctrine found in FM 34-130, Intelligence Preparation of the Battlefield, July 1994, and the decision-making process described in FM 101-5, Command and Control for Commanders and Staff (Draft), August 1993. The FM 34-2, Collection Management and Synchronization Planning, March 1994, describes collection, planning, management, and the dissemination process. The FM 34-3, Intelligence Analysis, March 1990, illustrates the processing of information to convert it into intelligence. Brigade level doctrinal manuals, particularly ARTEP 71-3, MTP for the Heavy Brigade Command Group and Staff, April 1988 and FM 71-3, The Armored and Mechanized Infantry Brigade, January 1996, are the basis for further integration of current concepts. On occasion, draft manuals were used so as to incorporate emerging doctrine.

This research product was developed to provide doctrinally based task analyses of the intelligence BOS that can be used by different functional specialists. Its use will be defined by the user. It can easily be utilized for training development to improve proficiency with the intelligence functions and their integration into combat planning, preparation, and execution. It may also prove useful in the various aspects of combat development.

The task analyses contained in this research product have addressed emerging doctrine related to the assignment of a direct support (DS) military intelligence (MI) company from the divisional MI battalion in support of the brigade. Recognition has been given to the potential employment of the unmanned aerial vehicle (UAV) and the impact and enhanced capabilities that the all source analysis system (ASAS) and other emerging technology bring to brigade operations. The brigade's (and the brigade Intelligence Officer's (S2's)) ability and capability to

perform all tasks will be affected by automated systems and other technology that are dynamic and in various states of fielding.

A brief description of each CCF contained in this research product follows:

CCF 1, Conduct Intelligence Planning, though separated out as a distinct Intelligence CCF, is an integral part of CCF 18, Plan for Combat Operations. It forms the basis for the subsequent continuous and concurrent intelligence activities that provide critical and timely intelligence and intelligence products to the brigade commander, brigade staff, higher and adjacent units, and subordinate and supporting elements throughout all battle phases. The tasks in this CCF reflect the plan and direct aspects of the intelligence cycle as well as the processes of military decision-making. The continuous nature of this CCF is reflected in Task 9, "The brigade S2 updates and refines the intelligence plan." The subtasks to Task 9 are intended to reflect "out of sequence" plan refinement resulting from new intelligence information being received during the planning phase as well as plan refinements or fragmentary orders (FRAGOs) developed as a result of actions and new information occurring after the operations order (OPORD) has been issued. An example of this would occur during the preparation and execution phases of the battle (addressed in CCF 19, Direct and Lead Units During Preparation for the Battle, and CCF 20, Direct and Lead Units in Execution of the Battle). The process never begins from a standing start. Frequently, a brigade will operate over the same terrain within the same area of operations against the same enemy. The brigade, upon receipt of a new mission, develops the intelligence preparation of the battlefield (IPB) using and building on existing intelligence databases. However, for the purposes of analysis and for portrayal, the function described herein is depicted as beginning with the division warning order for a specific mission. Analysis assumes that the division has already provided the brigade with intelligence products and information appropriate at this point.

CCF 2, Collect Information, forms the basis for the subsequent collection and acquisition activities that provide critical and timely intelligence and intelligence products to the brigade commander, brigade staff, higher and adjacent units, and subordinate and supporting elements throughout all battle phases. The tasks in this CCF reflect the collect process of the intelligence cycle or how the brigade and the brigade S2 prepare for collection of information and intelligence, as well as the methods used to collect information and to determine if the right information is being collected. The continuous nature of this CCF is reflected in Task 5, "The brigade S2 updates collection planning." The subtasks to Task 5 reflect "out of sequence" plan refinement resulting from new intelligence information being received during the planning phase as well as plan refinements or FRAGOs developed as a result of actions and new information occurring after the OPORD has been issued (i.e., during the preparation and execution phases of the battle). The process never begins from a standing start. However, for the purposes of analysis and for portrayal, the function is depicted as beginning with receipt of the brigade collection plan developed as part of CCF 1.

CCF 3, Process Information, forms the basis for the subsequent processing activities that provide critical and timely intelligence and intelligence products to the brigade commander, brigade staff, higher and adjacent units, and subordinate and supporting elements during all battle phases. The tasks in this CCF reflect the process and production portions of the intelligence cycle. The continuous nature of this CCF is reflected in Task 2, "The brigade S2 evaluates information." The subtasks to Task 2 are intended to reflect "out of sequence" plan refinements resulting from new intelligence information being received during the planning phase as well as plan refinements or FRAGOs being developed as a result of actions and new information occurring after the OPORD has been issued. Although intelligence information must often be disseminated without much processing in order to provide timely intelligence information to units in contact, this CCF focuses on the brigade S2's responsibility to effectively process and analyze available information so as to ensure accuracy and relevance as well as timeliness. This CCF addresses the analysis and processing tasks which occur after intelligence information is collected as output of CCF 2. The processing of information subsequently produces intelligence products, or updates them, prior to dissemination. The process never begins from a standing start. However, for the purposes of analysis and for portrayal, the function is depicted as beginning with the receipt of collected information.

CCF 4, Disseminate Intelligence, forms the basis for the dissemination activities that provide critical and timely intelligence and intelligence products to the brigade commander, brigade staff, higher and adjacent units, and subordinate and supporting elements during all battle phases. The tasks in this CCF reflect the disseminate process of the intelligence cycle. The continuous nature of this CCF is reflected in all three tasks in that these tasks are constantly occurring throughout all battle phases. All tasks are intended to reflect "out of sequence" plan refinements resulting from new intelligence information being received during the planning phase as well as plan refinements or FRAGOs developed as a result of actions and new information occurring after the OPORD has been issued. The tasks depicted in this CCF, although presented in the context of a sequential process, describe tasks continuously accomplished by the brigade as all participants exchange and disseminate timely and relevant battlefield intelligence. The process never begins from a standing start. However, for the purposes of analysis and for portrayal, the function is depicted as beginning with the receipt of combat information and intelligence, outputs of CCFs 2 and 3.

An effort was made to identify specific task titles taken directly from the appropriate Army Training and Evaluation Program-Mission Training Plan (ARTEP-MTP). The wording of each task in this analysis is often not a direct quote from an ARTEP-MTP. Generally, the wording of the tasks is an integration of tasks and requirements derived from ARTEP-MTPs, applicable FMs, and other related documents. Those tasks not taken from the ARTEP-MTPs are: a) derived titles that may apply only to a part of an ARTEP-MTP subtask or some other element of the ARTEP-MTP; b) multiple subtasks from several different, but related, tasks; c) tasks that

are not contained in the ARTEP-MTP, but are implied by other tasks or requirements in an applicable FM or other related document.

USER'S GUIDE

Section 1 - Background on Functional Approach to Training and Critical Combat Functions

Given the task-based nature of Army training, the tools for identifying, structuring, and organizing tasks critical for combat effectiveness are essential to realizing goals of Army training for the 21st century. Providing such tools has been a persistent effort in structuring assessment and planning of collective training. Army Training and Evaluation Program Mission Training Plans (ARTEP-MTPs), which list tasks by mission, represent one approach to provide that structure. A complementary approach has emerged in the use of functional areas.

Several initiatives have considered tasks in relation to functional areas rather than missions. One such approach was adopted at the Combat Training Centers (CTCs). The specific approach developed in the mid-1970s used Battlefield Operating Systems (BOSs) as the framework for after action reviews (AARs) and take home packages (THPs). The BOSs are seven functional areas which encompass tactical operations (see Component 6).

In addition, to enhance the utility of the BOS structure, the U.S. Army Training and Doctrine Command (TRADOC) developed the Blueprint of the Battlefield (U.S. Army TRADOC, 1993). That work used the BOS structure as a framework to describe the tactical level of war in terms of operating systems, functions, and generic tasks. While the functional hierarchy in the Blueprint of the Battlefield provided finer granularity than the BOS, the Blueprint of the Battlefield did not describe battlefield processes, critical sequences of events, procedural steps, and many of the tasks that must be accomplished.

This research product (RP) is part of an effort to improve further the functional structure for planning and assessing collective training through the identification and analysis of Critical Combat Functions (CCFs). Like the Blueprint of the Battlefield, the CCFs orient on functions (activities and processes that occur over time) while retaining granularity that supports task-based training. The CCF analyses extend the Blueprint of the Battlefield in two ways. They:

- Identify relationships among BOSs, echelons, tasks, and people required to achieve identified outcomes, thus improving representation of battlefield processes and sequences of events.

- Provide explicit ties from BOSs to tasks derived from ARTEP-MTPs and doctrine, tactics, techniques, and procedures described in doctrinal manuals, applied at CTCs, or identified by experienced field commanders, thus improving representation of procedural steps and tasks that must be accomplished.

Task analyses (TAs) of CCFs have been conducted at a level of detail that supports a functional approach to training. The functional approach uses battlefield functions performed by units as the basis for assessing proficiency and planning training. The TAs provide content and a

2-1

framework to apply the functional approach to training. Thirty-nine (39) CCFs[1] are relevant to tactical operations at echelons from battalion through corps. Association of specific CCFs to particular type units indicates those CCFs germane to the unit's training program.

Section 2 - Overview of Components to the Research Product

This research product was completed as part of the overall project, CCFs for the Force XXI Training Program. The RP contains eight (8) components, including this User's Guide. The components facilitate the use of the RP for a variety of purposes, some of which are described in Sections 3 and 4 of this User's Guide. The title and a brief description of each of the eight components follow.

User's Guide: Descriptions are provided of the background of CCFs and the Functional Approach to training, the components of a RP, and approaches to exploit the flexibility of the TAs to support multiple Army uses and users.

Task List Summary: The tasks which are described in detail in the Task List are summarized and numbered. The numbers allow cross referencing among RP components.

Task Analyses: Each TA consists of nine (9) subcomponents:

Purpose and Outcomes: The overall end result which the CCF is supposed to accomplish, termed the purpose, is identified. This subcomponent also identifies the end states or bottom line results necessary to achieve the purpose, termed outcomes. As a consequence, this subcomponent of the analysis defines the end states that performance of the tasks must accomplish.

Flow Chart: This graphical description portrays the sequence of CCF tasks within the framework of tactical battle phases (i.e., planning, preparation, execution). This subcomponent describes the flow of tasks during each battle phase, the vertical task linkages (to higher and lower echelon units), and horizontal linkages to other CCFs for the echelon being analyzed. It also depicts the information flow which affects the tasks.

Task Linkages to Other CCFs/Units: Tasks performed in other CCFs or by other units are described as they relate (i.e., are linked) to the tasks of the CCF being analyzed. These descriptions provide verbal details of the relationships portrayed graphically by the Flow Chart. The purpose of this subcomponent is to allow the user to incorporate related tasks and participants into a training exercise for this CCF. Tasks which link to this analysis have been extracted for CCFs or units for

---

[1] See Component 6, the Index of Critical Combat Functions, for a listing of the relevant CCFs.

which TAs have been accomplished and extrapolated for TAs which have not yet been developed.

Key Participants by Task: The participants required to perform the tasks are identified. Identification is based on the appropriate echelon/type unit Tables of Organization and Equipment (TOE). It includes special staff members who are critical for task accomplishment.

Key Inputs and Outputs: The critical information required and generated by participants to successfully accomplish the CCF is identified. Where information results from the performance of the CCF tasks, CCF information output is identified. One CCF's information output normally is provided as another CCF's input. Critical input and output are organized by the specific part of the doctrinal product or means used to communicate it. The source of critical information is specific only to the CCF echelon and function being analyzed, and is not intended to reflect all the information the product may contain. The linkages of inputs and outputs to specific tasks are depicted in the Flow Charts subcomponent.

Task List: Tasks and supporting tasks necessary to perform the function are listed by battle phase. Normally, the task identifies the primary participants responsible for performing the tasks. The tasks have been extracted from the appropriate ARTEP-MTPs, echelon and functional area field manuals (FMs), and proponent school special texts. The specific reference sources for each task and sub-task are shown in brackets [ ] following the task. Tasks derived from ARTEP-MTPs are referenced with the ARTEP-MTP number and task/subtask number, such as [ARTEP 5-145-MTP, Task 05-1-0002/1]. Tasks derived from FMs are referenced with the FM number and page number, such as [FM 5-71-3, p. 2-11]. Tasks identified during interviews with TRADOC school proponent subject matter experts (SMEs), CTC Operations Groups, and Army Forces Command units are referenced as field notes (FN) and the source is reflected, such as [FN-National Training Center (NTC) Combat Service Support (CSS) Observer-Controllers (OCs)]. Tasks derived from the Center for Army Lessons Learned (CALL) are referenced with the notation LL for lessons learned; the CALL publication number and page number are included, such as [LL-CALL Newsletter 95-6, p. 16]. In some cases, the analysis of the CCF resulted in identification of tasks for which no doctrinal references could be identified. Such tasks were selected based on author experience and relevant doctrine. These tasks are referenced as author notes [AN]. The references facilitate review of original source material for further detail and context.

Lessons Learned Integrated into the Task List: The lessons learned extracted from the CALL publications relevant to performing this CCF are identified. They are organized and listed by the appropriate task from the Task List subcomponent. The purpose of this subcomponent is to provide the user with recent tactics,

techniques, and procedures (TTP) associated with the performance of the tasks in this CCF.

Gate Tasks: Critical individual or collective tasks which CCF participants must be able to perform prior to engaging in the identified CCF tasks are listed so that the training can be conducted efficiently and safely.

Tasks Organized by Outcomes: Tasks and supporting tasks necessary to perform the function are listed by outcome. The outcomes are those listed in the first subcomponent. This subcomponent supports analysis of performance related to outcomes to identify tasks for sustainment or remediation training.

References: The references and sources used by the analyst are identified.

Acronyms and Abbreviations: The acronyms and abbreviations used in the analysis are listed. The acronyms and abbreviations were taken from relevant doctrinal references.

Index of Critical Combat Functions: The thirty-nine (39) CCFs relevant to Army tactical echelon units, organized by the BOS they compose, as derived from TRADOC Pamphlet 11-9, Blueprint of the Battlefield, are identified.

Structure of Critical Combat Functions: Definitions for the 39 CCFs and BOSs they compose are provided.

CCFs Listed by Echelon: The occurrence of CCFs relevant to training according to echelon/type units is listed. This list is subject to change as CCF research continues.

Section 3 - Use of the CCF Task Analysis

The analysis of a function contained in each TA can support a variety of purposes. General purposes and information needs will be suggested for force developers, materiel developers, doctrine developers, training developers, and unit commanders.

- Force Developers: Develop personnel systems and organizational structures to support the force. The Purpose and Outcomes and Task List subcomponents, for example, could support identification of required capabilities and tasks that a particular unit or organization must be able to perform. The Flow Chart subcomponent could support delineation of a new organizational design.

- Materiel Developers: Develop requirements for new systems to support performance activities of soldiers and to accomplish new battlefield requirements. Through the identification of requirements, new technologies and processes can be applied to support force needs. The Flow Chart subcomponent, for example, could be used to illustrate opportunities to revise procedures to take advantage of enhancements in areas such as information dissemination.

- Doctrine Developers: Develop new and modify existing doctrine to integrate emerging technologies and to implement changing Army missions and priorities. The TTP will evolve to meet new battlefield conditions and requirements as well as to guide combined arms, joint service, and multinational operations. The emphasis in CCF TAs on interrelationships can identify gaps in task coverage which should be addressed through revisions to publications such as FMs and ARTEP-MTPs.

- Training Developers: Develop new and modify existing training programs to support new doctrine, emerging technologies, changes in organization, and reduced resources and training environments. Potential uses of a CCF TA to support areas such as development of training support packages (TSP) and development of training aids, devices, simulators, and simulations (TADSS) are discussed in Section 4.

- Unit Commanders: Assess training effectiveness, develop training plans, and execute training. The CCF TA support for training assessment and planning training events is discussed in Section 4.

Developers and commanders often begin by performing or examining one or more front end analyses (FEAs) to gain an understanding of a relevant issue. Whether they perform FEAs themselves or draw from available analyses (like the CCF TAs), information is sought on many topics. Likely topics include the following (with relevant CCF TA subcomponents):

- What are the objectives/missions of the system? (Purpose and Outcomes)

- What are the vertical and horizontal linkages between elements, and what are the information inputs and outputs associated with these? (Flow Chart, Task Linkages to Other CCFs/Units, and Key Inputs and Outputs)

- What are the processes and tasks being performed within each element? (Task Lists, Tasks Organized by Outcomes, and Flow Chart)

- Who are the players and/or target audience? (Key Participants by Task)

- What enabling and objective knowledge and skills are required? (Gate Tasks)

- Are there any experiences and lessons learned that would be helpful? (Task Lists and Lessons Learned Integrated into the Task List)

Two detailed examples of CCF TA usage are presented in Section 4 below. These examples demonstrate how unit commanders and training developers can use TAs. The examples should serve as a guide for potential TA users in that generic information within the TA is transferable to other applications.

Section 4 - Unit Commander and Training Developer Use of a CCF
Task Analysis

Unit Commanders

Unit commanders use published Army doctrine as contained in FM 25-100, Training the Force (November 1988), and FM 25-101, Battle Focused Training (September 1990) to assess training effectiveness and to plan training events. The TAs provide relevant information for assessment and planning within the intent of those documents. The added information supports functional training which uses proficiency related to functions as the basis for identifying tasks to be trained and structuring training on those tasks. The TAs supplement the training and assessment systems and processes already in use by commanders.

1. **Conduct Training Assessment**

The commander assesses the performance of the tasks in the mission essential task list (METL) to identify functions that require attention, to select outcomes for training focus, and to provide specific guidance for training. This functional training assessment allows the commander to perform an analysis across several layers with a successively narrow focus:

      a.   METL tasks.

      b.   Each BOS for each METL task that requires remediation or sustainment.

      c.   Relevant CCFs for each BOS that requires remediation or sustainment.

      d.   Relevant outcomes for each CCF that requires remediation or sustainment.

The commander assesses CCF performance in the context of the unit METL and the BOS by using the Purpose and Outcomes subcomponent. To support the assessment, commanders could develop and complete a worksheet which relates CCFs and the outcomes to the METL and BOS, as depicted in Figure 1, which presents a completed assessment worksheet for CCF 1, the first Intelligence BOS CCF.

CCF 1 Outcomes:

1. Timely and accurate intelligence input to the commander and staff.

2. Doctrinally complete and timely intelligence products that are integrated and coordinated and that enable the commander to be more precise in attacking the enemy.

Mission Essential Task	**CURRENT TRAINING STATUS**			Overall **METL** Status
	BOS: Intelligence			
	CCF: 1- Conduct Intelligence Planning			
	Outcomes	1	2	
Defend		*P*	*P*	*P*
	Outcome 1: Enemy Order of Battle intelligence is incomplete and takes too long to develop during the staff analysis of missions. *Outcome 2: Collection Planning is not precise and is often confusing as to who is responsible for what tasks.*			
Attack; Movement to Contact		*P*	*U*	*P*
	Outcome 1: Evaluation of databases and identification of intelligence gaps is weak. *Outcome 2: The updating of Priority Intelligence Requirements (PIR) and Information Requirements (IR) to meet changing situations is too slow and does not keep up with the current situation.*			
Overall CCF Status: CCF 1 = *P*			BOS Status = *P*	

Figure 1. Example of worksheet relating CCFs and the outcomes to the METL and BOS.

Note: Italics indicate entries made by hypothetical commander.

2.   **Plan Training Events**

The TA supports four steps related to planning a training event. The use of TAs to perform each of these tasks is described below.

a.   Selecting Tasks and Supporting Tasks To Be Trained

1)   Selection of tasks by outcome or battle phase. When the training assessment identifies outcomes to be achieved, trainers can focus their attention on particular tasks that support the outcome. This process can be streamlined by referring to the Tasks Organized by Outcomes subcomponent of a TA. An excerpt from this subcomponent from the CCF 1 TA component is shown in Figure 2.

Outcome 1

Timely and accurate intelligence input to the commander and staff.

Task Elements

1.   **The brigade Intelligence Officer (S2) section begins the intelligence preparation of the battlefield (IPB) process upon receipt of the mission.** [ARTEP 71-3 MTP, Tasks 71-3-2001].

      a.   The brigade commander focuses the staff development of the IPB by: [FM 34-8, p. 2-2].

Figure 2. Example of tasks relevant to one of the outcomes for the CCF 1 TA.

If trainers have no basis for identifying an outcome within the CCF or if the training is to focus on a single battle phase, they can select tasks from the Task List Summary subcomponent. Since this component is organized by the battle phases of plan, prepare, and execute, it is supported by the Flow Chart. Figure 3 shows an excerpt of planning tasks from the Task List Summary subcomponent from the CCF 4 TA component.

---

1.   **The brigade S2 section determines users of information.**

2.   **The brigade S2 identifies media for dissemination.**

3.   **The brigade S2 disseminates information and intelligence.**

Figure 3. Example of planning tasks.

      2)   <u>Selection of supporting tasks</u>. Trainers must also select supporting tasks. Supporting tasks are blocks of performance required by the task. Each task and supporting task is structured to describe actions to be performed (e.g., steps) or the end states of the task (i.e., aspects of the standard). The detailed description for each task and supporting task is contained in the Task List subcomponent. An excerpt from that subcomponent for the CCF 3 TA component is shown in Figure 4.

> 3. **The brigade S2 section conducts an analysis to convert information into intelligence.** [FM 34-3, p. 2-17].
>
>   a.   The brigade S2 determines if relevant data impacts on brigade operations. [ARTEP 71-3 MTP, Task 71-3-2003/2, Task 71-3-2005/2].
>
>   1)   The brigade S2 identifies highly perishable combat information. [ARTEP 71-3 MTP, Task 71-3-2003/2].

Figure 4. Example of the Task List subcomponent.

      3)   <u>Identification of references</u>. As Figure 4 also illustrates, the doctrinal source (publication number and task number or page number), in brackets, is included with the listing of each task and supporting task. Trainers can refer to the References component to: (a) determine the doctrinal publication title and publication date; and (b) refer to doctrinal source material for further detail and context, if desired. Figure 5 provides examples of the reference component which support Figure 4.

> **Field Manuals (FMs)**
>
> 6-20-10   TTP for The Targeting Process, February 1995
>
> **Army Training and Evaluation Programs (ARTEPs)**
>
> 34-245-10-DRILL   Drills/Procedures for the Intelligence Section, December 1987

Figure 5. Examples of the Reference component.

      4)   <u>Identification of techniques and useful training information</u>. As part of the task selection process and the planning of the training event, trainers can refer to the Lessons Learned Integrated into the Task List subcomponent. This subcomponent identifies lessons learned extracted from the CALL publications. This subcomponent also provides information not necessarily contained in the applicable doctrinal references but determined to be relevant to training of the function based on performance history of brigades at the CTCs. In other cases, lessons learned at CTCs may provide a clearer definition of how tasks should be performed and the conditions under which they must be performed. An excerpt from that subcomponent for the CCF 1 TA component is shown in Figure 6.

---

1. **The brigade S2 section begins the IPB process upon receipt of the mission.**

   LL - That commanders set up indication and warning centers within their Intelligence, General Staff (G2)/S2 sections at battalion and higher headquarters for different threat scenarios ranging from all-out ground attack to chemical attack to air raids. [CALL Newsletter, "Winning in the Desert: Tactics, Techniques and Procedures for Maneuver Commanders," No. 90-8, Special Edition, Intelligence, p. 1-4].

Figure 6. Examples of Lessons Learned subcomponent.

b. <u>Selecting the Training Audience</u>. After determining which tasks must be trained, trainers should next identify the training audience. The Key Participants by Task subcomponent of the TA supports that analysis. This subcomponent, based on the unit's TOE, specifies the participants required to perform the tasks selected for training. One potential result of this review is that trainers may have to coordinate (through the appropriate commanders) with external units to have a specific special staff member participate in the training event. Figure 7 depicts an example of that subcomponent for the CCF 2 TA component.

TASKS

2. **The brigade S2 section and intelligence collectors prepare for collection.**

PARTICIPANTS

All brigade elements involved in Reconnaissance and Surveillance (R&S) operations and collection, S2 section, Direct Support (DS) Military Intelligence (MI) Company (Co) Commander (Cdr), Chemical Officer (CHEMO), Fire Support Element (FSE)/targeting officer, Assistant Brigade Engineer (ABE), Air Defense Artillery (ADA) Liaison Officer (LNO), Army Aviation (AVN) LNO, Air Liaison Officer (ALO), Forward Support Battalion (FSB) S2/Operations and Training Officer (S3) section, Brigade Signal Officer (BSO), Headquarters and Headquarters Company (HHC) signal section, Headquarters (HQ) Co Commander (Cdr), air/naval gunfire liaison officer, Task Force (TF) scout platoon leaders, and reconnaissance patrol leaders

---

Figure 7. Example of Key Participants by Task subcomponent.

c. <u>Identifying Task Training Sequences and Products To Support Training</u>. Unit trainers must also decide which products and information sources must be replicated or emulated to introduce external stimuli to the training events. The Flow Chart and Key Inputs and Outputs subcomponents help determine that information.

The flow chart is used to determine: (a) the flow of tasks during each battle phase; (b) vertical task linkages (to higher and lower echelon units); (c) horizontal task linkages (to tasks in other CCFs for the echelon being analyzed); and (d) information input and output which affect relevant tasks. The flow charts provide a graphical description of tasks as they are sequenced within the framework of the battle phases. Although the sequencing of tasks throughout each battle phase is intended to reflect the flow of tasks, tasks may be performed concurrently or may interact with preceding or subsequent tasks.

The Input section of the Key Inputs and Outputs subcomponent contains critical information, organized by the doctrinal product or means used to communicate it, required by participants to achieve the purpose of the CCF. The information and products described must be replicated to drive training events. The Lessons Learned Integrated into the Task List subcomponent can also support identification of conditions to be replicated.

The Outputs section of the Key Inputs and Outputs subcomponent describes information which results from the performance of the CCF tasks. The Outputs should be covered by performance standards and should usually be covered during the AAR. An excerpt from the Key Inputs and Outputs subcomponent for the CCF 3 TA component is shown in Figure 8.

KEY INPUTS

D - 1   DIVISION TACTICAL STANDING OPERATING PROCEDURES (TSOP)

    a. Battle command procedures.

        1)   Orders and plans.

        2)   Command Post (CP) communications.

        3)   Reports.

KEY OUTPUTS

BDE - 5   UPDATED GUIDANCE AND INFORMATION FROM BRIGADE COMMANDER AND STAFF

    a. Updated intelligence products.

        1)   Situation Map (SITMAP).

        2)   Intelligence estimate.

        3)   Intelligence annex for future operations.

        4)   Adjusted collection plan.

        5)   Battle Damage Assessment (BDA) database.

        6)   Force protection intelligence.

        7)   Terrain and weather overlays/matrices.

Figure 8. Example of Key Inputs and Outputs subcomponent.

      d. <u>Determining Prerequisite Training Tasks</u>. If units are to obtain full benefit from training, participants must have previously achieved a level of proficiency in the individual and collective tasks required to enable safe and effective training of the selected tasks. Identification of such prerequisite tasks is accomplished by analyzing the Gate Tasks subcomponent. Trainers use this information to provide focus for individual training, subordinate echelon collective training, and staff training. An excerpt from the Gate Tasks subcomponent for the CCF 4 TA component is shown in Figure 9.

TASK

1.   The brigade S2 section determines users of information.

INDIVIDUAL/COLLECTIVE PROFICIENCIES

Brigade S2 (Soldier's Training Publication (STP) 34-35II-Military Qualification Standards (MQS))
-       Direct analysis and dissemination of information (01-3381.41-5002).
-       Disseminate intelligence and combat information (01-3381.39-4005).
-       Direct asset management (01-3381.06-5001).

Figure 9. Example of Gate Tasks subcomponent.

Training Developers

The TRADOC service schools (proponents) develop training materials to guide individual and collective training. Training development is conducted within the framework of the systems approach to training. The TAs support the systems approach for collective training by identifying not only the tasks for each type of unit, but also horizontal and vertical relationships within each BOS, relationships among BOS, and relevant details about the relationships. The descriptions of interrelationships, which describe the scope of required synchronization plus details about tasks and supporting tasks, provide training developers with information about the content of training which they are supporting.

Within TRADOC, current training development supports Force XXI. The TAs are especially germane to the WARFIGHTER XXI (collective) emphasis. The information in each TA can be applied within each of the five WARFIGHTER XXI components:

- Standard Army Training System (SATS)

- TSPs

- TADSS

- Standard After Action Review System (STAARS)

- Army Training Digital Library (ATDL)

    1.   **Standard Army Training System**

The SATS is a computer-based software system that automates training management doctrine. The most direct connection of TAs to SATS is through the Combined Arms Training Strategy (CATS). This is the mechanism for establishing long-range and short-range unit

training strategies. Each CATS identifies tasks, drills and exercises, TADSS, and resources to support training for each unit type. The TA components help developers identify tasks to be addressed by the strategy; the TAs are especially useful for identifying staff tasks that are not currently included in ARTEP-MTPs. In addition, TAs directly support two elements of the CATS--Training Unit Audience and Prerequisite Training Gates. Training developers can extract information about the audience for training from the Key Participants by Task subcomponent. They can find prerequisites for the tasks in the Gate Tasks subcomponent. Figure 10 shows extracts from the CATS for the Armor Battalion Task Force that were based on the TAs for the battalion task force.

Training Unit Audience	Prerequisite Training Gates
MOVEMENT TO CONTACT	
Full TF, including Slice (includes /Fire Support Officer (FSO)/FSE, Combat Electronic Warfare Intelligence (CEWI) Assets, Engineer, ADA, Tactical Air Control Party (TACP), TF Combat/Field Trains (Brigade Support Area (BSA)))	**TF Command Posts, Staff and Slice (Attached units, staff elements, and LNOs)** - Assessed at "T" level task proficiency in the performance of BOS functions and supporting tasks: 7-1-3003, 4, 5, 6, 7, 8, 9, 14, 15, 18, 19, 21, 22, 23 24, 27. . .

Figure 10. Extracts from the CATS for the Armor Battalion Task Force.

2. **Training Support Packages**

A TSP for collective training integrates training products, materials, and information necessary to train one or more tasks. The TAs support development of unit preparation materials, tactical materials, and trainer materials. Examples of how its subcomponents can contribute to development of TSPs include:

- The Task Lists subcomponent or Tasks Organized by Outcomes subcomponent can be a useful first draft for a training and evaluation outline. Since both lists may include tasks that are not explicitly described in ARTEP-MTPs, they are especially valuable in designing staff training.

- Training developers can augment the training and evaluation outline by providing TTPs drawn from Lessons Learned Integrated into the Task List subcomponent.

- Several subcomponents work together to specify conditions that must be replicated for realistic training. The Flow Chart and Key Participants by Task subcomponents show the

type of horizontal and vertical interactions that should be built into the scenario. The Task Lists and Key Inputs and Outputs subcomponents describe the scope of those interactions. The inputs and outputs can be especially useful in packaging required information to train particular tasks.

- In addition to setting out the conditions, the Purpose and Outcomes and Key Inputs and Outputs subcomponents can be the basis for building "A Way" demonstrations of how the various units, sections, and individuals are synchronized during the operation and what results the event/exercise should produce.

- The Purpose and Outcomes subcomponent can be a guide for organizing an AAR. Once an OC identifies an outcome to be sustained or improved, the Tasks Organized by Outcomes subcomponent can be used to identify particular tasks and supporting tasks to address in the AAR.

3. Training Aids, Devices, Simulators, and Simulations

The TAs support TADSS development by defining requirements in terms of tasks which should be performed. In other words, the TAs describe the "what" of training so that TADSS developers can develop the "how." The TAs are especially valuable for specifying interactions between echelons and among units. Three subcomponents give such information: Flow Chart, Task Linkages to Other CCFs/Units, and Key Participants by Task.

4. Standard After Action Review System

The STAARS will be linked to live, virtual, and constructive exercises and operations with the intent of translating lessons learned into leader development and collective training concepts, methods, and strategies. Since TAs structure assessments at successively detailed levels (mission, BOS, CCF, outcome, and task), they would be well suited to an automated feedback system. The TAs can also provide a useful level for aggregating CTC-based lessons learned between the task and BOS levels. In the same way that the Purpose and Outcomes component can facilitate AARs by CTC OCs, the information in that component can structure lessons learned.

5. Army Training Digital Library

The ATDL is a repository of digital information related to training. The TAs are somewhat compatible with ATDL formats and some TAs have been formatted into the Automated Systems Approach to Training (ASAT) (McIlroy, 1996). ATDL makes it possible to share the information from RP TA components with commanders in the field through the interactive electronic "library without walls" that provides digitized access to training information. In addition, the CCF and outcome structure could be useful in organizing task-related information within ATDL.

TASK LIST SUMMARIES
INTELLIGENCE BOS

This component provides a summary of the first level of tasks on the task lists of each CCF in the Intelligence BOS.

CONDUCT INTELLIGENCE PLANNING (BRIGADE CCF 1)

1. The brigade S2 section begins the IPB process upon receipt of the mission.
2. The brigade S2 defines the battlefield environment.
3. The brigade S2 describes the battlefield effects.
4. The brigade S2 evaluates the threat.
5. The brigade S2 determines threat courses of action.
6. The brigade S2 participates in the staff course of action analysis.
7. The brigade S2 section prepares intelligence products and assists in Operations Order (OPORD) preparation.
8. The brigade S2 section assists in issuing and briefing the OPORD.
9. The brigade S2 updates and refines the intelligence plan.

COLLECT INFORMATION (BRIGADE CCF 2)

1. The brigade S2 and intelligence collection managers analyze the brigade order, collection plan and reconnaissance and surveillance plans.
2. The brigade S2 section and intelligence collectors prepare for collection.
3. The brigade collects intelligence.
4. The brigade S2 evaluates reporting of combat information.
5. The brigade S2 updates collection planning.

PROCESS INFORMATION (BRIGADE CCF 3)

1. The brigade S2 section records information into the database.
2. The brigade S2 evaluates information.
3. The brigade S2 section conducts an analysis to convert information into intelligence.

DESSIMINATE INTELLIGENCE (BRIGADE CCF 4)

1. The brigade S2 section determines users of information.
2. The brigade S2 identifies media for dissemination.
3. The brigade S2 disseminates information and intelligence.

TASK ANALYSIS
FOR

CONDUCT INTELLIGENCE PLANNING
(CRITICAL COMBAT FUNCTION 1)

AS ACCOMPLISHED BY A BRIGADE

PURPOSE AND OUTCOMES
CONDUCT INTELLIGENCE PLANNING (BRIGADE CCF 1)

This subcomponent identifies what the CCF is supposed to accomplish overall, which we term as the purpose. This subcomponent also identifies the end states or bottom line results necessary to achieve the purpose, which we term outcomes. As a consequence, this subcomponent of the analysis defines the end states that performance of the tasks will accomplish.

PURPOSE

To begin, focus, and continuously update or refocus the IPB effort; gain and maintain understanding of the battlefield and area of interest; identify the enemy, knowledge gaps, and uncertainties.

OUTCOMES

1. Timely and accurate intelligence input to the commander and staff.

2. Doctrinally complete and timely intelligence products that are integrated and coordinated and that enable the commander to be more precise in attacking the enemy.

FLOW CHART (PLAN, PREPARE, EXECUTE)
CONDUCT INTELLIGENCE PLANNING (BRIGADE CCF 1)

This subcomponent provides a graphical/pictorial description of CCF tasks as they are sequenced within the framework of tactical battle phases (e.g., planning, preparation, execution). The purpose of this subcomponent is to describe: the flow of tasks during each battle phase; vertical task linkages (to higher and lower echelon units) and horizontal task linkages (to other CCF tasks for the echelon being analyzed); and to depict information input and output which affect each task. Although the sequencing of tasks throughout each battle phase is intended to reflect the flow of tasks, tasks may be performed concurrently or may overlap with preceding or subsequent tasks.

Each echelon is described by the echelon on the left of the flow chart; a horizontal line depicts the flow of tasks by sequence, reading left to right. The horizontal line for the echelon being analyzed is thicker than all other echelon horizontal lines.

Tasks from the CCF task list are applied to the echelon line in the sequence in which they occur. The tasks are depicted in a task box. Inside and to the upper left of each task box is placed the task number of the appropriate task as listed in the Task Linkages to Other CCFs/Units, Key Participants by Task, and Key Inputs and Outputs subcomponents.

The linkages of tasks, both vertically and horizontally, are depicted with lines. Arrowheads are placed on lines to depict linkages or interaction with other tasks. The linkage or interaction between these tasks is detailed in the task list.

Figure 11 illustrates the battalion (Bn) or battalion task force (Bn TF) task contributing to or otherwise supporting the brigade (Bde) task.
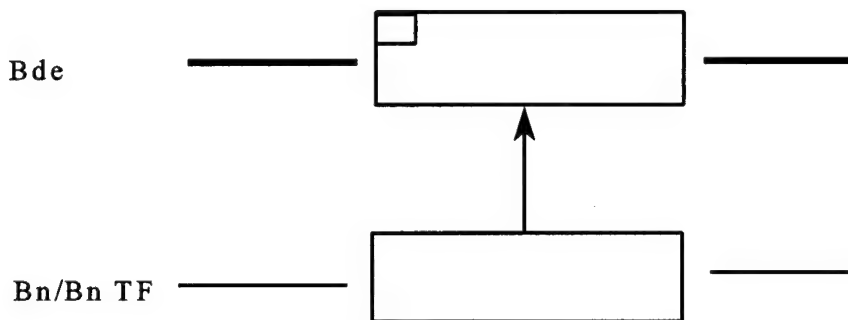
Figure 11. Battalion or battalion task force task supporting the brigade task.

Figure 12 illustrates the Bde task contributing to or otherwise supporting the Bn or Bn TF task.
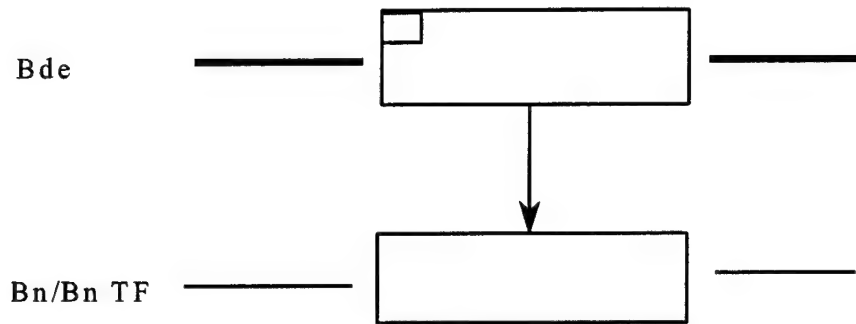
Figure 12. Brigade task supporting the battalion or battalion task force task.

Figure 13 illustrates both Bde and Bn or Bn TF tasks contributing to or otherwise interacting with each other.
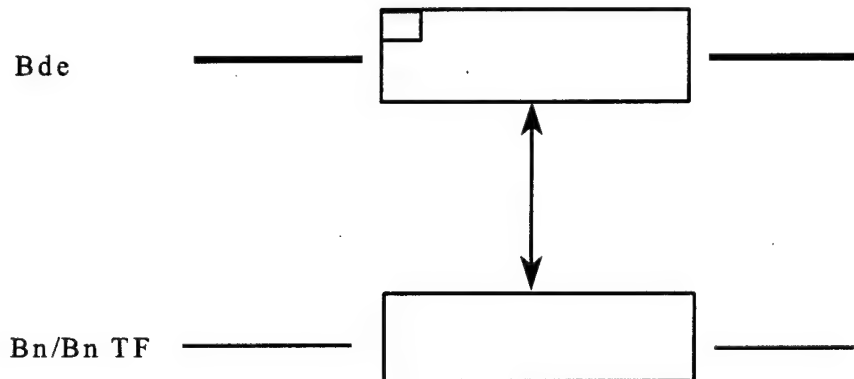
Figure 13. Brigade and battalion or battalion task force tasks interacting with each other.

Lines with no arrowheads reflect a task and its subordinate sub-tasks. Figure 14 illustrates this association.
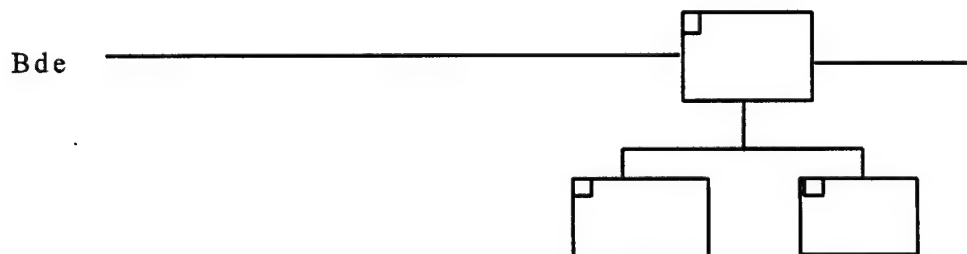
Figure 14. Example of a task and its subordinate sub-tasks.

Inputs and/or outputs, as contained in the Key Inputs and Outputs subcomponent (section 5) of this CCF TA are also reflected on the flow charts. The relevant input and/or output letter listed in the Key Inputs and Outputs subcomponent is listed on the outside upper right of the task box. Information input and output for each relevant task is depicted to demonstrate input information which is required to perform the task and output information which is produced as a result of performing the task. Figure 15 illustrates how inputs and outputs are depicted.

Bde
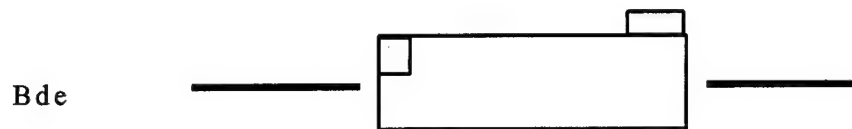
Figure 15. Example of how inputs and outputs are depicted.

The TSOPs are depicted on the flow charts. Although TSOPs are inputs, they are relevant to the performance of all tasks. Because of this relevancy, they are illustrated differently than all other inputs (as described in figure 15). The TSOPs are illustrated as separate boxes, located before the first task on the echelon line. Figure 16 illustrates the placement of TSOPs boxes.

TSOP

Bde
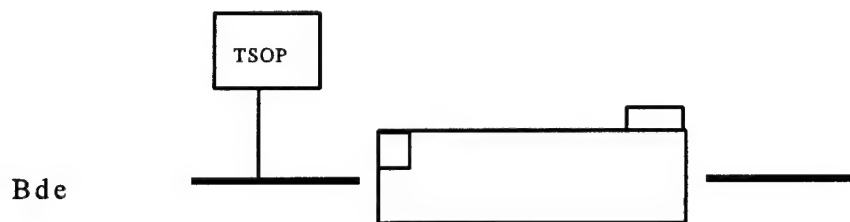
Figure 16. Placement of TSOPs boxes.

CCF 1 - Conduct Intelligence Planning

Division

Commo Systems Established

Division Issues Warning Order

G-2 Provides IPB Products as Produced
- Analysis of AO
- Start of intel estimate
- Threat COAs
- Database products
  - OB
  - Sit templates
- Initial collection requirements
- Initial event matrix
- MCOO

Requests & Reports Intel

Refinements to IPB Products

Division WO after Wargaming

Division OPORD

- Intel Annex
- Collection Plan

Refinement & update of intel planning

Updated Collection Plan

Collect Intel

Brigade

Commo Systems Established

1 — D1,3,4; Bde 1,2,3,5
The S-2 Section begins the IPB process upon receipt of the mission

Bde Issues Warning Order

2 — D1,2,4; Bde 2,5
The S-2 defines the battlefield environment

3 The S-2 describes the battlefield effects

4 The S-2 evaluates the threat

5 The S-2 determines threat courses of action

S-2 Provides IPB Products as Produced
- Analysis of AO
- Start of intel estimate
- Threat COAs
- Database products
  - OB
  - Sit templates
- Initial collection requirements
- Initial event matrix
- MCOO

6 — Bde 1,2,5
The S-2 participates in the staff COA analysis

Refinement of:
- Event template/matrix
- PIR/IR
- ISM
- Collection Plan

7 — Bde 4,5
The S-2 prepares Intelligence products and assists in OPORD preparation

8 — Bde 1,4,5
The S-2 assists in issuing and briefing the OPORD

Bde Issues OPORD
- Intel annex
- Collection Plan

Bde Issues Warning Order

9 — D4, Bde 5
The S-2 updates and refines the Intelligence Plan

Updated Collection Plan

CCF2 Collect Intel

DS MI CO

Commo Systems Established

Receives mission - conducts analysis of available intel Info

Intel DB Access - Pulls Specific Info - Collects Intel

Requests and Reports Intel

Submits Collection Plans

Collect Intel

Task Forces and Supporting Units (FA BN, FSB, Engr BN, AD Btry, MP Plt)

Commo Systems Established

Receives mission - conducts analysis of available intel info

IPB Process

R&S Plans

Issue / Brief OPORDs

Update Refine Intel Plan

Collect Intel

NOTE: Planning (CCF 1), Collecting (CCF 2), Processing (CCF 3), Dissemination (CCF 4) functions, though illustrated as sequential tasks, generally occur concurrently with each other in the Plan, Prepare, and Execute battle phases and usually overlap each other.

4b-4

TASK LINKAGES TO OTHER CCFs/UNITS
CONDUCT INTELLIGENCE PLANNING (BRIGADE CCF 1)

This subcomponent links the tasks performed as a part of this function with the tasks performed in other CCFs or by other units. The purpose of this subcomponent is to allow the trainer or training developer to incorporate related tasks and participants into a training exercise for this CCF. Tasks which link to this analysis have been extrapolated for CCFs/type units for which TAs have not been accomplished. For tasks extracted from published CCF TAs, the task number is provided.

TASKS

1. The brigade S2 section begins the IPB process upon receipt of the mission.

LINK TO OTHER CCFs/UNITS

Division CCF 20
-   Task: The division establishes and maintains communications systems that allow communications and database access with higher, lower, adjacent, and supporting units and staffs.

Division CCF 2
-   Task: The division G2 disseminates time-sensitive intelligence immediately and requests intelligence information.

Division CCF 4
-   Task: The division G2 disseminates IPB information and products as they are developed and updated.

Brigade CCF 18
-   Task 1: The brigade establishes and maintains communications systems that allow communications and database access with higher, lower, adjacent, and supporting units and staffs.

Brigade CCF 19
-   Task 5: The brigade establishes and maintains communications systems that allow communications and database access with higher, lower, adjacent, and supporting units and staffs.

Brigade CCF 20
-   Task 5: The brigade establishes and

maintains communications systems that allow communications and database access with higher, lower, adjacent, and supporting units and staffs.

DS MI Company CCF 4
- Task: The DS MI company commander reports intelligence information.

TF CCF 2
- Task 4: The TF S2s report intelligence.

TF CCF 4
- Task 4: The TF S2s disseminate intelligence.

Engineer Battalion CCF 4
- Task: The S2 disseminates intelligence.

DS Field Artillery (FA) Battalion CCF 4
- Task: The S2 disseminates intelligence.

FSB CCF 4
- Task: The S2 disseminates intelligence.

ADA Battery CCF 4
- Task: The ADA battery commander reports intelligence information.

Military Police (MP) Platoon CCF 4
- Task: The MP platoon leader reports intelligence information.

MI Battalion CCF 4
- Task: The S2 disseminates IPB information and products as they are developed and updated.

2.   The brigade S2 defines the battlefield environment.

Division CCF 4
- Task: The division G2 disseminates IPB products as they are produced and updated.

Brigade CCF 18
- Task 1: The brigade establishes and

maintains communications systems that allow communications and database access with higher, lower, adjacent, and supporting units and staffs.

Brigade CCF 19
- Task 5: The brigade establishes and maintains communications systems that allow communications and database access with higher, lower, adjacent, and supporting units and staffs.

Brigade CCF 20
- Task 5: The brigade establishes and maintains communications systems that allow communications and database access with higher, lower, adjacent, and supporting units and staffs.

DS MI Company CCF 4
- Task: The DS MI company commander provides added intelligence database access and information.

MI Battalion CCF 4
- Task: The S2 disseminates IPB information and products as they are developed and updated.

Engineer Battalion CCF 4
- Task: The engineer battalion provides TerraBase products.

3.   The brigade S2 describes the battlefield effects.

Division CCF 4
- Task: The division G2 disseminates IPB products as they are produced and updated.

Brigade CCF 18
- Task 1: The brigade establishes and maintains communications systems that allow communications and database access with higher, lower, adjacent, and supporting units and staffs.

- Task 6: The brigade commander and staff prepare estimates.

Brigade CCF 19
- Task 5: The brigade establishes and maintains communications systems that allow communications and database access with higher, lower, adjacent, and supporting units and staffs.

Brigade CCF 20
- Task 5: The brigade establishes and maintains communications systems that allow communications and database access with higher, lower, adjacent, and supporting units and staffs.

DS MI Company CCF 2
- Task: The company commander directs collection of intelligence to fill intelligence gaps.

MI Battalion CCF 4
- Task: The S2 disseminates IPB information and products as they are developed and updated.

Engineer Battalion CCF 4
- Task: The engineer battalion provides TerraBase products.

4.   The brigade S2 evaluates the threat.

Division CCF 4
- Task: The division G2 disseminates IPB products as they are produced and updated.

Brigade CCF 15
- Task 3: The brigade S2 starts developing the high value target (HVT) list.

Brigade CCF 18
- Task 1: The brigade establishes and maintains communications systems that allow communications and database access with higher, lower, adjacent, and

supporting units and staffs.
- Task 6: The brigade commander and staff prepare estimates.

Brigade CCF 19
- Task 5: The brigade establishes and maintains communications systems that allow communications and database access with higher, lower, adjacent, and supporting units and staffs.

Brigade CCF 20
- Task 5: The brigade establishes and maintains communications systems that allow communications and database access with higher, lower, adjacent, and supporting units and staffs.

DS MI Company CCF 2
- Task: The company commander directs collection and assessment of threat capabilities and friendly vulnerabilities.

5. The brigade S2 determines threat courses of action.

Brigade CCF 15
- Task 3: The brigade S2 continues developing the HVT list.

Brigade CCF 18
- Task 1: The brigade establishes and maintains communications systems that allow communications and database access with higher, lower, adjacent, and supporting units and staffs.
- Task 7: Staff develops course(s) of action.

Brigade CCF 19
- Task 5: The brigade establishes and maintains communications systems that allow communications and database access with higher, lower, adjacent, and supporting units and staffs.

Brigade CCF 20
- Task 5: The brigade establishes and

maintains communications systems that allow communications and database access with higher, lower, adjacent, and supporting units and staffs.

DS MI Company CCF 4
- Task: The company commander provides assessment of threat capabilities and friendly vulnerabilities.

6.   The brigade S2 participates in the staff course of action analysis.

Brigade CCF 4
- Task 3: The brigade S2 disseminates IPB information and products.

Brigade CCF 15
- Task 6: The targeting team develops the high payoff target (HPT) list.

Brigade CCF 18
- Task 1: The brigade establishes and maintains communications systems that allow communications and database access with higher, lower, adjacent, and supporting units and staffs.
- Task 8: Staff analyzes course(s) of action. (COAs)
- Task 9: Staff compares COAs.

Brigade CCF 19
- Task 5: The brigade establishes and maintains communications systems that allow communications and database access with higher, lower, adjacent, and supporting units and staffs.

Brigade CCF 20
- Task 5: The brigade establishes and maintains communications systems that allow communications and database access with higher, lower, adjacent, and supporting units and staffs.

DS MI Company CCF 4
- Task: The commander disseminates IPB information and products.

7. The brigade S2 section prepares intelligence products and assists in OPORD preparation.

    Brigade CCF 4
    -   Task 3: The brigade S2 disseminates intelligence products.

    Brigade CCF 18
    -   Task 1: The brigade establishes and maintains communications systems that allow communications and database access with higher, lower, adjacent, and supporting units and staffs.
    -   Task 11: The brigade staff prepares OPORD/Fragmentary Order (FRAGO).

    Brigade CCF 19
    -   Task 5: The brigade establishes and maintains communications systems that allow communications and database access with higher, lower, adjacent, and supporting units and staffs.

    Brigade CCF 20
    -   Task 5: The brigade establishes and maintains communications systems that allow communications and database access with higher, lower, adjacent, and supporting units and staffs.

    Brigade CCF 25
    -   Task: The brigade S2 participates in Operational Security (OPSEC) planning.

8. The brigade S2 section assists in issuing and briefing the OPORD.

    Brigade CCF 4
    -   Task 3: The brigade S2 disseminates intelligence products.

    Brigade CCF 18
    -   Task 1: The brigade establishes and maintains communications systems that allow communications and database access with higher, lower, adjacent, and supporting units and staffs.
    -   Task 12: The commander/staff issue the brigade OPORD/FRAGO.

Brigade CCF 19
-   Task 5: The brigade establishes and maintains communications systems that allow communications and database access with higher, lower, adjacent, and supporting units and staffs.

Brigade CCF 20
-   Task 5: The brigade establishes and maintains communications systems that allow communications and database access with higher, lower, adjacent, and supporting units and staffs.

9.   The brigade S2 updates and refines the intelligence plan.

Division CCF 2
-   Task: The G2 disseminates highly perishable combat information immediately after receipt.

Brigade CCF 2
-   Task 4: The brigade S2 disseminates highly perishable combat information immediately after receipt.

Brigade CCF 18
-   Task 1: The brigade establishes and maintains communications systems that allow communications and database access with higher, lower, adjacent, and supporting units and staffs.

Brigade CCF 19
-   Task 1: The brigade S2 performs actions to refine the OPORD.
-   Task 5: The brigade establishes and maintains communications systems that allow communications and database access with higher, lower, adjacent, and supporting units and staffs.

Brigade CCF 20
-   Task 2: The brigade command posts evaluate acquired information, update products and maintain status.
-   Task 5: The brigade establishes and

maintains communications systems that allow communications and database access with higher, lower, adjacent, and supporting units and staffs.

DS MI Company CCF 4
- Task: The DS MI company commander reports intelligence information.

TF CCF 2
- Task 4: The TF S2s report intelligence information.

TF CCF 4
- Task 4: The TF S2s disseminate intelligence.

Engineer Battalion CCF 4
- Task: The S2 reports intelligence information.

DS FA Battalion CCF 4
- Task: The S2 reports intelligence information.

FSB CCF 4
- Task: The S2 reports intelligence information.

ADA Battery CCF 4
- Task: The ADA battery commander reports intelligence information.

MP Platoon CCF 4
- Task: The MP platoon leader reports intelligence information.

KEY PARTICIPANTS BY TASK
CONDUCT INTELLIGENCE PLANNING (BRIGADE CCF 1)

This subcomponent identifies the training audience for training events for the related tasks. It is based on the appropriate echelon/type unit TOE and includes special staff (as per appropriate doctrinal reference) critical for the task accomplishment. The purpose of this subcomponent is to help commanders and trainers to identify the training audience required for a training event.

TASK	PARTICIPANTS
1. The S2 section begins the IPB process receipt of the mission.	Bde Cdr, S2, S2 section, senior (SR) Intelligence (INTEL) Noncommissioned Officer (NCO), DS MI Co Cdr, S3, S3 section, FSO, CHEMO, nuclear, biological and chemical (NBC) NCO, ABE, ADA LNO, Army AVN LNO, ALO, Adjutant/Personnel Officer (S1), Supply/Logistics Officer (S4), BSO, air/naval gunfire liaison officer, MP platoon leader
2. The brigade S2 defines the battlefield environment.	Bde Cdr, S2, S2 section, SR INTEL NCO, DS MI Co Cdr, S3, S3 section, FSO, CHEMO, NBC NCO, ABE, ADA LNO, Army AVN LNO, ALO, S1, S4, BSO, air/naval gunfire liaison officer, MP platoon leader
3. The brigade S2 describes the battlefield effects.	S2, S2 section, SR INTEL NCO, DS MI Co Cdr, S3, S3 section, FSO, CHEMO, NBC NCO, ABE, ADA LNO, Army AVN LNO, ALO, S1, S4, BSO, air/naval gunfire liaison officer, MP platoon leader
4. The brigade S2 evaluates the threat.	Bde Cdr, S2, S2 section, SR INTEL NCO, DS MI Co Cdr, S3, S3 section, CHEMO, NBC NCO, FSO, brigade targeting officer, ABE, ADA LNO, Army AVN LNO, ALO, S1, S4, FSB Operations (Opns) Officer (Off), BSO, air/naval gunfire liaison officer, MP platoon leader
5. The brigade S2 determines threat courses of action.	S2, S2 section, assistant S2, SR INTEL NCO, DS MI Co Cdr, S3, S3 section, CHEMO, FSO, ABE, ADA LNO, Army

AVN LNO, ALO, S1, S4, BSO, air/naval gunfire liaison officer, MP platoon leader

6.   The brigade S2 participates in the staff course of action analysis.

Bde Cdr, Bde XO, S2, selected S2 section individuals, DS MI Co Cdr, S3, selected S3 section individuals, CHEMO, FSO, brigade targeting officer, ABE, ADA LNO, Army AVN LNO, ALO, S1, S4, BSO, air/naval gunfire liaison officer, MP platoon leader

7.   The brigade S2 section prepares intelligence products and assists in OPORD preparation.

S2, S2 section, SR INTEL NCO, DS MI Co Cdr

8.   The brigade S2 section assists in issuing and briefing the OPORD.

Bde Cdr, brigade Executive Officer (XO), S2, S2 section, SR INTEL NCO, DS MI Co Cdr, S3, S3 section, CHEMO, FSO, ABE, ADA LNO, Army AVN LNO, ALO, S1, S4, BSO, air/naval gunfire liaison officer, MP platoon leader

9.   The brigade S2 updates and refines the intelligence plan.

S2, S2 section, SR INTEL NCO, DS MI Co Cdr, brigade targeting officer

KEY INPUTS AND OUTPUTS
CONDUCT INTELLIGENCE PLANNING (BRIGADE CCF 1)

This subcomponent identifies critical input information required by participants to successfully accomplish the CCF. Where information results from the performance of the CCF tasks, CCF information output will be identified. One CCF's information output normally is provided as another CCF's input. Critical input and output information is organized by the specific part of the doctrinal product or means used to communicate it. The source of critical information identified is specific only to the CCF echelon and function being analyzed, and is not intended to reflect all the information the product may contain. The purpose of this subcomponent is to identify information required to drive a training exercise for this CCF and to establish standards for measuring the performance of CCF tasks resulting in information output.

KEY INPUTS

D - 1   DIVISION WARNING ORDER

    a. Division commander's mission, intent, and commander's critical information requirements (CCIR).

    b. Area of operations.

    c. Enemy situation.

    d. Task organization.

D - 2   DIVISION OPORD

    a. Five paragraph order.

        1) Corps commander's intent.

        2) Division commander's intent.

        3) Division CCIR.

        4) Concept of the operation.

            a) Maneuver.

            b) Fires.

            c) Intelligence.

            d) Electronic warfare (EW).

        e) Deception.

    5)   The Priority Intelligence Requirements (PIR), essential elements of friendly information (EEFI), friendly forces information requirements (FFIR).

    6)   Rehearsal/back brief timelines.

b. Task organization annex.

c. Intelligence annex with graphics/overlays.

    1)   Situation template.

    2)   Modified combined obstacle overlay (MCOO).

    3)   Event template.

    4)   Named areas of interest (NAI), target areas of interest (TAI).

    5)   The PIR.

    6)   Intelligence acquisition tasks.

    7)   Measures for handling personnel, documents, and material.

    8)   Assets available for collection of information and intelligence.

    9)   Collection plan.

d. Operations overlays/concept of operation.

    1)   Graphics.

    2)   Mission timelines.

    3)   Decision support template (DST), synchronization matrix.

e. Fire support annex.

    1)   Commander's guidance for fire support.

    2)   Concept of fires.

    3)   Offensive EW.

        4)   Target acquisition.

        5)   The high payoff targets (HPT).

f. Engineer annex.

        1)   Scheme of engineer operations.

        2)   Linkage of obstacle plan to maneuver scheme.

        3)   Division directed obstacles, obstacle priority, and responsibilities.

g. Service support plan/annex.

        1)   Service plan.

        2)   Civil-military cooperation (CIMIC).

h. Army aviation annex.

        1)   Aviation concept of operation.

        2)   Suppression of enemy air defense (SEAD).

i. Air defense annex.

        1)   Concept of air defense operations.

        2)   Active air defense guidance.

        3)   Passive air defense guidance.

        4)   Weapons control status.

        5)   Air defense warning system.

j. Electronic warfare annex.

        1)   Concept of operation (offensive and defensive).

        2)   Tasks to subordinate and supporting units.

        3)   Coordinating instructions.

k. Army airspace command and control (A2C2) annex.

      1) Commander's guidance for A2C2.

      2) Friendly and hostile aircraft data.

      3) Restricted areas.

l. Signal operations annex.

      1) Concept of signal operations (including priorities).

      2) Coordinating instructions.

m. The operational security (OPSEC) annex.

      1) Enemy capabilities.

      2) Concepts of OPSEC.

      3) Tasks to subordinate units.

      4) Countermeasures.

      5) Counterintelligence operations.

      6) Coordinating instructions.

n. Deception annex.

      1) Concept of deception operations (including the deception story).

      2) Tasks to subordinate and supporting units.

      3) Coordinating instructions.

o. Psychological operations (PSYOPS) annex.

p. The NBC defense operations annex/graphics.

      1) Enemy NBC capabilities.

      2) Known/suspected contaminated areas.

      3) Operational exposure guidance (OEG).

        4)   Mission oriented protective posture (MOPP) guidance.

        5)   Decontamination sites.

q. Civil affairs annex.

        1)   Concept for civil affairs (including priorities).

        2)   Civil affairs tasks to subordinate and supporting units.

        3)   Coordinating instructions.

r. Movements annex.

        1)   Main supply routes (MSRs).

        2)   Routes and schedules.

s. Military police annex.

        1)   Concept of military police operations (including priorities).

        2)   Tasks to subordinate units.

        3)   Coordinating instructions.

              a) Coordination and cooperation with civil authorities.

              b) Enemy prisoner of war (EPW) operations.

t. Rear operations annex.

        1)   Enemy threat (capabilities and levels).

        2)   Tasks to subordinate and supporting units.

        3)   Coordinating instructions.

              a) Rear area combat operations (RACO) and area damage control (ADC).

              b) Civil-military.

D - 3   DIVISION TSOP

a. Battle command procedures.

       1)   Orders and plans.

       2)   The command post (CP) communications.

       3)   Reports.

    b. Control procedures.

       1)   Brevity codes.

       2)   Terrain index reference system.

       3)   Recognition techniques.

       4)   Signals.

       5)   Fixed call signs.

    c. Intelligence and security procedures.

       1)   General guidance.

       2)   The named area of interest/target area of interest (NAI/TAI) procedures.

       3)   The EPW procedures.

       4)   Captured document and equipment procedures.

D - 4   GUIDANCE AND INFORMATION FROM THE DIVISION COMMANDER AND STAFF

    a. Intelligence reports.

    b. Commander's situation report (SITREP).

    c. Spot reports (SPOTREPs).

    d. Intelligence database.

BDE - 1   BRIGADE TSOP

    a. Battle command procedures.

       1)   Orders and plans.

        2)   The CP communications.

        3)   Reports.

  b. Control Procedures.

        1)   Brevity codes.

        2)   Terrain index reference system.

        3)   Recognition techniques.

        4)   Signals.

        5)   Alarms and warnings.

        6)   Fixed call signs.

  c. Tactical movements procedures.

  d. Assembly area occupation procedures.

  e. Other tactical operations procedures.

        1)   Link-up operations.

        2)   Relief-in-place.

        3)   Forward passage of lines.

        4)   Rearward passage of lines.

        5)   River crossing.

  f. Air defense procedures.

        1)   Local air defense warnings.

        2)   Weapons control status/guidance.

        3)   Hostile aircraft criteria.

        4)   Rules of engagement.

g. The A2C2 procedures.

h. Signal procedures.

i. Intelligence and security procedures.

    1) General guidance.

    2) The NAI/TAI procedures.

    3) Document security.

    4) Personnel security.

    5) The EPW procedures.

    6) Captured document and equipment procedures.

j. The NBC procedures.

    1) The MOPP guidance.

    2) Alarms and warnings.

    3) Reporting and marking procedures.

k. Engineer procedures.

    1) Scatterable mines.

    2) Mobility.

    3) Standard obstacles.

l. Fire support procedures.

    1) Target numbering.

    2) Laser code assignments.

m. Civil-military operations procedures.

BDE - 2 REPORTS AND INFORMATION FROM BRIGADE ELEMENTS AND OTHER UNITS

a. The SPOTREPs.

b. Commander's SITREPs.

c. Intelligence reports.

d. Engineer reports.

e. Patrol reports.

f. The EPW or captured materials reports.

g. Shell reports.

h. Splash reports.

i. The NBC reports.

j. Intelligence databases.

KEY OUTPUTS

BDE - 3   BRIGADE WARNING ORDER

a. The CCIR of brigade commander.

b. Enemy situation and supporting graphics.

c. Assets available for collection of information and intelligence.

d. Task organization.

BDE - 4   BRIGADE OPORD

a. Portions of the five paragraph operations order:

1) Para 1. Situation, a. Enemy forces.

2) Para 3. Execution,

a) Concept of operation, (4) intelligence and (5) EW.

b) Tasks to maneuver units - intelligence collection taskings.

    c) Tasks to combat support units - intelligence collection taskings.

    d) Coordinating instructions, (2) CCIR

b. The brigade collection plan and Intelligence annex with graphics/overlays.

    1) Situation template.

    2) The MCOO.

    3) Event template.

    4) The NAI/ TAI.

    5) The CCIR, PIR, and IR.

    6) Intelligence acquisition tasks.

    7) Measures for handling personnel, documents, and material.

    8) Assets available for collection of information and intelligence.

c. Intelligence input to the operations overlays/concept of operation.

    1) Graphics.

    2) The DST, synchronization matrix.

d. Intelligence information coordinated with, provided to, and exchanged with the brigade primary and supporting staff to be used in developing their annexes, as appropriate.

TASK LIST
CONDUCT INTELLIGENCE PLANNING (BRIGADE CCF 1)

The purpose of this subcomponent is to identify, organize, and list in logical sequence all of the tasks and subtasks necessary to perform this function. Normally, the primary participants responsible for performing the task are identified. The tasks were extracted from the appropriate doctrinal publications and sources. The specific sources of reference for each task and subtask are shown in brackets [ ] following the task.

In many instances, the wording of the task has been changed from the text found in the ARTEP-MTP or FM to add clarity, context, or meaning. The references allow the user to refer to the original source material for further detail and context, if desired.

For tasks selected from an ARTEP-MTP, the task number has been expanded with a slash (/) to identify the subtask and standard reflected in the ARTEP-MTP task. To illustrate: a task referenced as [ARTEP 71-3-MTP, 71-3-4001/4c] was derived from ARTEP 71-3-MTP, the Mission Training Plan for the Heavy Brigade Command Group and Staff, and identifies brigade S4 section task "71-3-4001, Conduct Logistical Planning," subtask "4," "Prepares plans and orders," standard or subelement "c."

For tasks derived from an FM, the FM number and page number have been provided as a reference. For example, the reference for a task "The brigade commander demonstrates understanding of mission and higher commander's intent during confirmation briefing to the division commander" would be [FM 101-5, p. 1-9].

Some tasks and subtasks needed to define the function are not contained in ARTEP-MTPs, nor can they be derived from FMs. Tasks and subtasks were identified to fill such gaps and were developed during coordination visits with various Army schools, Forces Command (FORSCOM) units, and CTCs. These tasks are listed as field notes [FN] and are annotated with their source. For example, tasks identified by CSS OCs at the NTC would be referenced as [FN-NTC CSS OCs]. Still other tasks and subtasks were identified based on review of newsletters and other documents published by the CALL which capture lessons learned from Army units relevant to doctrine, tactics, techniques, and procedures (DTTP). Tasks derived from CALL publications are referenced as Lessons Learned [LL] with the appropriate document and page number provided. For example, a task extracted from CALL Newsletter 95-6, "National Training Center's 'Fighting with Fires'" is referenced as [LL-CALL Newsletter 95-6, p. 16].

In some cases, the analysis of the CCF resulted in the identification of tasks for which no doctrinal references could be determined. Such tasks were selected based on author experience and a careful study of relevant doctrine. These tasks are referenced as author notes [AN].

Full references for all the source material are listed in the reference section.

1. **The brigade S2 section begins the IPB process upon receipt of the mission.** [ARTEP 71-3 MTP, Tasks 71-3-2001].

   a. The brigade commander focuses the staff development of the IPB by: [FM 34-8, p. 2-2].

      1) Providing his initial perception of the upcoming fight.

      2) Sharing all that he knows about the enemy situation.

      3) Articulating the critical information he needs to make combat decisions. [FN-Battle Command Training Program (BCTP), INTEL OC].

      4) Providing guidance during brigade staff backbriefs.

   b. The brigade S2 starts the IPB process and the intelligence estimate. [FM 101-5, p. 4-15, 4-74, 4-75; FM 34-8, p. 2-2; ARTEP 71-3 MTP, Task 71-3-2001/1/2/4/5].

      1) The brigade S2 evaluates existing databases and identifies intelligence gaps. [FM 34-130, p. 2-7].

         a) The brigade S2 identifies and prioritizes gaps in current holdings.

         b) The brigade S2 identifies gaps that cannot be filled in the time available.

      2) The brigade S2 determines the amount of detail that is feasible to develop or acquire within the time available. [FM 34-130, p. 2-3].

      3) The brigade S2 prepares the intelligence estimate before the remainder of the staff completes its estimates. [FM 34-8, p. 2-5, ARTEP 71-3 MTP, Task 71-3-2001/5].

      4) The brigade S2 constantly integrates new information into the initial set of facts and assumptions. [FM 34-130, p. 2-7].

      5) The brigade S2 conducts an initial map or ground reconnaissance of the area of interest (AI). [FM 101-5, p. 4-51].

      6) The brigade S2 develops an intelligence database or refines the existing database using the nine order of battle factors. [ARTEP 71-3 MTP, Task 71-3-2001/2d(1)].

      7) The brigade S2 sets up an indication and warning tracking mechanism within the S2 section for different threat scenarios ranging from all-out ground attack to chemical attack to air raids. [CALL Newsletter, No. 90-8, p. 1-4].

c. The brigade S2 assists in staff mission analysis of the division warning order (WARNO) and/or OPORD. [ARTEP 71-3 MTP, Task 71-3-2001/1; FM 101-5, p. 4-11].

　　1) The brigade S2 identifies information which impacts the intelligence mission and resources.

　　　　a) The brigade S2 receives the mission and intent of the corps commander. [FM 101-5, p. 4-11].

　　　　b) The brigade S2 receives the mission and intent of the division commander. [FM 101-5, p. 4-11].

　　　　c) The brigade S2 determines intelligence-specified tasks and implied tasks. [ARTEP 71-3 MTP, Task 71-3-2001/1a; FM 101-5, p. 4-11].

　　　　d) The brigade S2 determines tentative intelligence-essential tasks that need to be accomplished to support the operation. [FM 101-5, p. 4-11].

　　　　e) The brigade S2 identifies available intelligence assets. [FM 101-5, p. 4-11].

　　　　f) The brigade S2 determines intelligence restrictions and constraints. [FM 101-5, p. 4-11].

　　　　g) The brigade S2 assists the brigade commander and S3 in determining acceptable risk levels. [FM 101-5, p. 4-11].

　　　　h) The brigade S2 contributes to the critical facts and assumptions determination performed by the brigade staff. [FM 101-5, p. 4-11].

　　　　i) The brigade S2 conducts an intelligence time analysis to prioritize the intelligence requirements (latest time intelligence of value (LTIOV)). [FM 101-5, p. 4-11].

　　　　j) The brigade S2 contributes to the restated mission development as required. [ARTEP 71-3 MTP, Task 71-3-2001/1b; FM 101-5, p. 4-11].

　　　　k) The brigade S2 recommends and receives approval for the AI and area of operations (AO) determination. [ARTEP 71-3 MTP, Tasks 71-3-2001/1c/5c(2)].

　　　　l) The brigade S2 determines specific information requirements. [ARTEP 71-3 MTP, Task 71-3-2005/1].

    (1)   The brigade S2 identifies enemy activities and characteristics that will fulfill IR.

    (2)   The brigade S2 integrates IR into collection plan.

    (3)   The brigade S2 develops specific information requirements (SIR).

    (4)   The brigade S2 forwards specific intelligence requirements (PIR and IR), with LTIOV noted, to the division G2.

    (5)   The brigade S2 develops products to make everyone in the brigade knowledgeable of intelligence collection requirements. [CALL Bulletin, No. 90-4, p. 15].

2)   The brigade S2 briefs the initial intelligence estimate to the brigade commander during the mission analysis briefing. [FM 34-8, p. 2-5, ARTEP 71-3 MTP, Tasks 71-3-2006/6; 71-3-2001].

3)   The brigade S2 exchanges relevant, current threat situation and information with the brigade staff and supporting military intelligence units. [FM 34-130, p. 1-4; Call Bulletin, No. 90-9, p. III-3].

    a) The DS MI company: [AN].

        (1)   Acquires information from division and higher sources that is needed by the brigade. [FN-INTEL School, SME].

        (2)   Performs analysis of the brigade's critical tactical capabilities that the enemy might target conducted by the counterintelligence (CI) section. [FN-NTC, Bde INTEL OC].

    b) The ABE uses the S2's threat models to develop threat options for the employment of obstacles or breaching equipment. [FM 34-130, p. 1-4, AN].

    c) The brigade ADA officer uses the brigade S2's threat models as the basis for developing enemy air COA models and supporting templates and matrices. [FM 34-130, p. 1-4, AN].

    d) The brigade S4 uses the S2's threat models to focus on the logistics support mission and prepare IPB products for his functional area. [FM 34-130, p. 1-4, AN].

    e) The brigade CHEMO uses the S2's enemy threat models to identify the enemy options for employing NBC weapons. [FM 34-130, p. 1-4, AN].

  f) The brigade signal officer (SO) provides input and coordination to the brigade S2 regarding: [ARTEP 71-3 MTP, Task 71-3-1102/1b].

   (1) Evaluation of meaconing, intrusion, jamming, and interference (MIJI) reports and security violations.

   (2) Planning, coordination, and staff supervision of communications security (COMSEC) and signal security (SIGSEC).

   (3) Use of signal activities in deception operations.

  g) The brigade FSO and targeting officer use the S2's threat models to identify the enemy options for employing indirect fire weapons. [AN - See CCF 15].

  h) The brigade Operations and Training Officer-Air Operations (S3-Air) uses the S2's threat models with the ADA officer as the basis for developing enemy air COA models. [AN].

  i) The brigade S3 coordinates with the brigade S2 to develop estimates of initial force ratios between the brigade, its elements, and the enemy. [AN].

 d. The brigade S2 assists in preparation of the initial WARNO. [ARTEP 71-3 MTP, Tasks 71-3-2006/6; 71-3-2001].

 e. The division G2 analysis and control element (ACE) pushes focused information required by the maneuver brigades to the appropriate brigade. [FN-Battle Command & Battle Staff Training (BCBST), INTEL observer/trainer (OT)].

 f. The brigade S2 provides subordinate units with relevant, current threat situation and information. [FN-NTC, Bde Intel O/C].

 g. The brigade S2 section conducts IPB to plan the force security battle and reconnaissance/counter-reconnaissance operations. [ARTEP 71-3-MTP, Task 71-3-2010/2].

2. **The brigade S2 defines the battlefield environment.** [FM 34-130, p. 2-2].

 a. The brigade S2 identifies significant characteristics of the environment consisting of: [FM 34-130, p. 2-3].

  1) Geography, terrain, and weather of the area.

  2) Population demographics (ethnic and religious groups, age distribution, income groups).

  3) Political or socioeconomic factors.

    4)   Infrastructures, such as transportation or telecommunications.

    5)   Rules of engagement (ROE) or legal restrictions such as international treaties or agreements.

    6)   Threat forces and their capabilities, in general terms.

b.   The brigade S2 identifies the limits of the AO. [FM 34-130, p. 2-4; ARTEP 71-3 MTP, Task 71-3-2001/5c(2)].

    1)   Ground AO.

    2)   Air AO.

    3)   Water AO.

c.   The brigade S2 establishes the limits of the AI. [FM 34-130, p. 2-4].

    1)   Ground AI.

    2)   Air AI.

    3)   Water AI.

    4)   The brigade S2 evaluates the area of interest considering: [ARTEP 71-3 MTP, Task 71-3-2001/2a].

        a)   Width.

        b)   Depth.

        c)   Airspace.

        d)   Time.

d.   The brigade S2 directs the collection of the materials and intelligence required to conduct the remainder of the IPB. [FM 34-130, p. 2-7].

e.   The brigade S2 continues to develop and update the PIR and IR. [FM 34-130, p. 2-7; AN].

f.   The brigade S2 refines division IPB products as appropriate. [FM 34-130, p. 2-7; AN].

3.   **The brigade S2 describes the battlefield effects.** [FM 34-130, p. 2-7].

   a.   The brigade S2 conducts terrain analysis. [FM 34-130, p. 2-8 except where noted].

      1)   The brigade S2 conducts a ground reconnaissance if at all possible.

      2)   The brigade S2 obtains any products available from the engineer terrain detachment.

      3)   The brigade S2 specifically includes the following in the analysis of military aspects of terrain: [ARTEP 71-3 MTP, Task 71-3-2001/2b].

         a)   Terrain profile (line of sight), from Terra Base products provided by the ABE. [ARTEP 71-3 MTP, Task 71-3-2001/2b(2)].

         b)   Vegetation. [ARTEP 71-3 MTP, Task 71-3-2001/2b(3)].

         c)   Lines of communication and transportation. [ARTEP 71-3 MTP, Task 71-3-2001/2b(4)].

         d)   Trafficability. [ARTEP 71-3 MTP, Task 71-3-2001/2b(5)].

      4)   The brigade S2 coordinates with the rest of the brigade staff in evaluating effects of terrain on air and ground operations. [FN-NTC, Bde INTEL OC].

         a)   The ABE assists the brigade S2 in evaluating the effects of terrain on ground operations: [ARTEP 71-3 MTP, Task 71-3-8001/2].

            (1)   The ABE coordinates with the brigade S2 to identify avenues of approach.

               (a)   The ABE determines the tactical merits of each avenue of approach.

               (b)   The ABE determines the potential problems for confirmed avenues of approach.

            (2)   The ABE reviews information available on the enemy likely courses of action and engineer capabilities.

            (3)   The ABE performs the mobility analysis from both the brigade and enemy points of view considering:

               (a)   Observation and fields of fire.

      (b) Cover and concealment.

      (c) Obstacles.

      (d) Key terrain.

      (e) Adequacy of maneuver space.

      (f) Ease of movement.

b) The brigade ADA officer evaluates the effects of terrain on enemy air COA models and supporting templates and matrices. [FM 34-130, p. 1-4].

c) The brigade S4 evaluates the effects of terrain on the logistics support mission and prepares IPB products for his functional area. [FM 34-130, p. 1-4].

d) The brigade CHEMO evaluates the effects of terrain on the options for employing NBC weapons. [FM 34-130, p. 1-4].

e) The SO evaluates the effects of terrain on brigade and enemy: [ARTEP 71-3 MTP, Task 71-3-1102/1b].

      (1) Meaconing, intrusion, jamming, and interference (MIJI).

      (2) Planning, coordination, and staff supervision of COMSEC and SIGSEC.

      (3) Use of signal activities of deception operations.

f) The brigade FSO/targeting officer evaluates the effects of terrain on the brigade and enemy options for employing indirect fire weapons. [AN - See CCF 15].

g) The S3-Air with the ADA officer evaluates the effects of terrain on brigade and enemy air COA models. [AN].

5) The brigade S2 describes results of evaluation by identifying areas of the battlefield that favor, disfavor, or do not affect each COA and relates the analysis to the terrain's effects on the broad COAs available to threat and brigade forces by identifying the areas best suited for use as potential: [FM 34-130, p. 2-8].

a) Engagement areas (EAs) and ambush sites.

    b) Battle positions.

    c) Immediate or intermediate objectives.

    d) Obstacle sites. [AN].

    e) Reserve positions. [AN].

    f) Artillery firing positions. [AN].

    g) Attack helicopter firing positions. [AN].

    h) Brigade commander specified AIs [AN].

6) The brigade S2, as time permits or as the situation requires, also identifies potential: [FM 34-130, p. 2-8].

    a) Assembly and dispersal areas.

    b) Observation posts.

    c) Air defense systems positions.

    d) Intelligence and target acquisition system positions.

    e) Foward arming and refueling points.

    f) Landing zones or drop zones.

    g) Infiltration lanes.

b. The brigade S2 conducts weather analysis. [FM 34-130, p. 2-23; ARTEP 71-3 MTP, Task 71-3-2001/2c].

1) The brigade S2 considers the impact of weather on terrain and trafficability. [ARTEP 71-3 MTP, Task 71-3-2001/2c].

2) The brigade S2 analyzes the military aspects of weather. [FM 34-130, p. 2-23].

    a) The brigade S2 determines visibility (including fog and cloud cover) and light data and analyzes the effect on operations.

    b) The brigade S2 determines wind speed and direction and analyzes effects on operations.

    c) The brigade S2 evaluates precipitation data and determines effect on operations.

    d) The brigade S2 evaluates cloud cover data and determines effect on operations.

    e) The brigade S2 evaluates temperature and humidity and determines effect on operations.

3) The brigade S2 coordinates with the rest of the brigade staff in evaluating weather effects on air and ground operations. [FN-NTC, Bde INTEL OC].

    a) The ABE evaluates the effects of weather on ground operations. [ARTEP 71-3 MTP, Task 71-3-8001/2].

       (1) The ABE reviews information available on the enemy likely courses of action and engineer capabilities.

       (2) The ABE determines the potential problems for confirmed avenues of approach.

       (3) The ABE performs the mobility analysis from both the brigade and enemy points of view, considering:

          (a) Observation and fields of fire.

          (b) Cover and concealment.

          (c) Obstacles.

          (d) Key terrain.

          (e) Adequacy of maneuver space.

          (f) Ease of movement.

    b) The brigade ADA officer evaluates the effects of weather on enemy air COA models and supporting templates and matrices. [FM 34-130, p. 1-4].

    c) The brigade S4 evaluates the effects of weather on the logistics support mission and prepares IPB products for his functional area. [FM 34-130, p. 1-4].

    d) The brigade chemical officer evaluates the effects of weather on the options for employing NBC weapons. [FM 34-130, p. 1-4].

e) The SO evaluates the effects of weather on brigade and enemy: [ARTEP 71-3 MTP, Task 71-3-1102/1b].

    (1)   MIJI.

    (2)   Planning, coordination, and staff supervision of COMSEC and SIGSEC.

    (3)   Use of signal activities of deception operations.

f) The brigade FSO/targeting officer evaluates the effects of weather on the brigade and enemy options for employing indirect fire weapons. [AN - Bde TA of CCF 15].

g) The S3-Air evaluates with the brigade ADA officer the effects of weather on brigade and enemy air COA models. [AN].

4) The brigade S2 evaluates the weather's effects on military operations. [FM 34-130, p. 2-24].

a) The brigade S2 considers both direct and indirect effects.

b) The brigade S2 revises the effects of weather upon terrain analysis as the weather changes.

c) The brigade S2 evaluates the direct effects of weather on:

    (1)   Personnel.

    (2)   Specific types of equipment and systems.

    (3)   Types of military operations to include positioning of fires.

c. The brigade S2 conducts analysis of other characteristics of the battlefield and includes all aspects of the battlefield environment that affect brigade or threat COAs not already incorporated into the terrain and weather analysis to include: [FM 34-130, p. 2-26].

1) Effects of logistics infrastructure.

2) Effects of population demographics.

3) Other considerations as appropriate.

d. The brigade S2 describes the battlefield effects on threat and brigade capabilities and broad COAs. [FM 34-130, p. 2-28].

    1) The brigade S2 depicts the results of terrain analysis in one of the following formats: [FM 34-130, p. 2-29].

        a) Analysis of the AO.

        b) Intelligence estimate.

        c) Graphic products that will aid the staff in the completion of their own estimates and plans.

    2) The brigade S2 constructs and maintains a MCOO which starts with the combined obstacle overlay, provided by the ABE, and adds: [ARTEP 71-3 MTP, Task 71-3-2001/2b(6)].

        a) Cross-country mobility classifications.

        b) Avenues of approach and mobility corridors.

        c) Counter-mobility corridors.

        d) Defensible terrain.

        e) EAs.

        f) Key terrain.

    3) The brigade S2 distributes the graphic products developed during analysis and evaluation, as needed, to support the remainder of the staff and other commands in their own IPB and planning efforts. [FM 34-130, p. 2-29].

4. **The brigade S2 evaluates the threat**. [FM 34-130, p. 2-29].

a. The brigade S2 conducts a threat evaluation with the assistance of the brigade staff, to include: [AN; FN-NTC, Bde INTEL OC].

    1) ABE.

    2) ADA LNO.

    3) Brigade S3.

    4) Brigade S1.

5) Brigade S4.

6) DS MI company commander.

7) Brigade S3-Air.

8) Army AVN LNO.

9) ALO.

10) CHEMO.

11) FSO/targeting officer.

12) Brigade SO.

b. The brigade S2 develops doctrinal templates portraying how the threat would potentially fight on the defined battlefield. [ARTEP 71-3 MTP, Task 71-3-2001/2d(2)].

c. The brigade S2 and the brigade targeting officer identifies type high value targets (HVTs). [FM 34-130, p. 2-33].

d. The brigade S2 identifies threat capabilities that can influence accomplishment of the brigade mission. [FM 34-130, p.2-36].

   1) The brigade S2 identifies those broad threat COAs that the threat could choose such as: [FM 34-130, p. 2-36].

      a) Attack.

      b) Defend.

      c) Reinforce.

      d) Conduct a retrograde.

   2) The brigade S2 identifies other capabilities that support broad threat COAs or specific types of operations, such as: [FM 34-130, p. 2-37].

      a) Use of NBC weapons.

      b) Use of supporting air assets (close air support (CAS)).

4f-13

      c) Use of attack helicopters. [AN].

      d) Intelligence collection.

      e) Use of EW.

      f) Engineer operations.

      g) Air assault or airborne operations.

      h) Amphibious operations.

      i) Riverine operations.

      j) Psychological Operations (PSYOPS).

      k) Deception operations.

e. The brigade S2 uses all available intelligence sources in evaluating threat capabilities and focuses on each item to address the impact on the threat capability. [FM 34-130, p. 2-37].

    1) The brigade S2 uses order of battle (OB) files for the particular threat force being evaluated.

    2) The brigade S2 addresses additional threat strengths or weaknesses caused by the current situation.

    3) The brigade S2 addresses the threat's ability to operate in limited visibility.

    4) The brigade S2 addresses the threat training level.

    5) The brigade S2 addresses the effects of time on threat capabilities.

    6) The brigade S2 states explicitly when time or some other factor is a critical element that impacts on the threat capability.

5. **The brigade S2 determines threat courses of action.** [FM 34-130, p. 2-39].

a. The brigade S2 focuses on the total environment's effects on COAs available to both brigade and threat forces. [FM 34-130, p. 2-28].

    1) The brigade S2 evaluates effects on threat COAs considering the mission, intent, and capabilities of the threat that the brigade is facing.

2) The brigade S2 evaluates the battlefield completely from the perspective of the threat.

b. The brigade S2 expresses the evaluation in terms of enemy COAs. [FM 34-130, p. 2-29].

c. The brigade S2 identifies the threat's likely objectives and desired end state. [FM 34-130, p. 2-40].

d. The brigade S2 identifies the full set of rational courses of action available to threat forces. [FM 34-130, p. 2-41].

    1) The brigade S2 considers at a minimum:

        a) COAs the threat's doctrine describes as appropriate to the current situation and objectives identified.

        b) Threat COAs which would significantly affect the brigade's mission.

        c) Indirect and "wildcard" COAs.

        d) Threat COAs indicated by recent activities and events.

    2) The brigade S2's enemy courses of action (ECOAs) meet five criteria:

        a) Suitability.

        b) Feasibility.

        c) Acceptability.

        d) Uniqueness.

        e) Consistency with threat doctrine.

e. The brigade S2 develops each course of action in the amount of detail that time allows. [FM 34-130, Chap 2, p. 2-44].

    1) The brigade S2 ensures that each COA addresses five questions: [FM 34-130, Chap 2, p. 2-44].

        a) What type of operation?

        b) When (time) the operation will begin?

        c) Where, to include sectors, zones, avenues of approach?

        d) How (method) the threat will employ assets; dispositions, location of main effort, and scheme of maneuver?

        e) Why? (The objective or end state the threat intends to achieve.)

    2) The brigade S2 develops threat COAs that include the following: [ARTEP 71-3 MTP, Task 71-3-2001/2d(3); FM 34-130, p. 2-45].

        a) A situation template for each threat COA being considered.

        b) A description of the COA and options.

        c) A listing of HVTs.

f. The brigade S2 evaluates and prioritizes each course of action. [FM 34-130, p. 2-44].

    1) The brigade S2 analyzes each COA to identify strengths and weaknesses, centers of gravity, and decision points.

    2) The brigade S2 evaluates each COA against the suitability, feasibility, acceptability, and doctrine consistency criteria.

    3) The brigade S2 evaluates each COA for how well it takes advantage of the battlefield environment.

    4) The brigade S2 compares each COA against the others to determine if the threat is more likely to adopt one over the other.

    5) The brigade S2 considers that the threat may select a second or third COA while attempting a deception portraying acceptance of the best COA.

    6) The brigade S2 analyzes recent activity for indications that a COA is already being adopted.

    7) The brigade S2 uses judgment to rank order threat COAs.

g. The brigade S2 identifies initial collection requirements. [FM 34-130, p. 2-50].

    1) The brigade S2 identifies potential areas or activities (NAI) which, when threat operations occur and brigade forces observe them, will reveal the threat COA.

    2) The brigade S2 consolidates all NAIs on one event template.

3) The brigade S2 develops an event matrix with all NAIs and indicators.

4) The brigade S2 refines the event matrix during the staff war gaming and the targeting process.

5) The brigade S2 integrates the brigade commander's battle damage assessment (BDA) related PIR into collection requirements. [FM 34-1, p. 2-14].

f. The brigade S2 develops the minimum essential IPB products with "good enough" detail that includes: [FM 34-130, p. 2-53].

1) A "set" of situational templates (one for each COA: most dangerous - most likely).

2) Event template and matrix.

6. **The brigade S2 participates in the staff course of action analysis**. [See brigade CCF 18, Task 8; ARTEP 71-3-MTP, Task 71-3-2001/3].

a. The brigade S2 participates in war gaming and performs the following: [ARTEP 71-3-MTP, Task 71-3-2001/3; FM 34-130, Appendix A].

1) The brigade S2 provides prepared situation/event templates for each threat COA and uses war gaming to record, modify, and refine them. [ARTEP 71-3-MTP, Task 71-3-2001/3a; FM 34-130, Appendix A].

2) The brigade S2 doctrinally and accurately represents how the threat would fight and react to brigade actions. [ARTEP 71-3-MTP, Task 71-3-2001/3b; FM 34-130, Appendix A].

3) The brigade S2 and the targeting officer describe the location and activities of enemy HVTs. [FM 34-130, Appendix A].

4) The brigade S2 describes the threat actions that might prompt brigade actions, such as: [FM 34-130, Appendix A].

a) Committing the reserve.

b) Using attack helicopters or close air support.

c) Artillery missions against enemy TAI.

d) Employing scatterable mine fields.

e) Shifting the main effort.

      f)   Advancing to the next phase of the operation.

      g) Changing the overall mission.

      h) Requesting additional assets from higher headquarters.

5) The brigade S2 assists in listing advantages and disadvantages of COA analysis. [FM 34-130, Appendix A].

6) The brigade S2 assists in identifying decision points (DPs) and recording entries in appropriate staff recording tools (i.e., DST, BOS synchronization matrix, and event templates). [ARTEP 71-3-MTP, Task 71-3-2001/3c&d; FM 34-130, Appendix A].

7) The brigade S2 coordinates with the DS MI company's CI team to conduct an analysis of the brigade's critical tactical capabilities to determine the brigade's vulnerabilities. [FN-INTEL School].

    a) The brigade S2 with the S3 coordinates with the CI team chief from the DS MI company to identify brigade force protection targets (e.g., key brigade targets within the brigade AO which are important to the success of the brigade mission). [FN-INTEL School; NTC, Bde INTEL OC].

    b) The CI team chief provides brigade force risk assessment and OPSEC proposals to the brigade S2 and S3. [FN-INTEL School; NTC, Bde INTEL OC].

8) The brigade S2 continues analysis of force ratios with the brigade S3. [AN].

9) The brigade S2 provides an analysis of the reaction of the civilian population, refugee control, and collateral damage. [CALL Bulletin, No. 90-9, p. III-3].

b. The S2, as a result of war gaming, modifies or finalizes recommendations to the brigade staff and brigade commander about: [FM 34-130, Appendix A].

1) Brigade COA to recommend to the brigade commander.

2) NAIs that will locate and track HPTs, and include them on the event template.

3) PIR to recommend to the brigade commander (PIR and IR with Latest Time Intelligence of Value (LTIOV)).

4) The projected EPW capture rate to the MP platoon leader. [ARTEP 71-3-MTP, Task 71-3-1202/1b].

      5)   Specific planning information required by other staff members. [AN].

c. The brigade commander focuses the intelligence collection effort by providing: [FM 101-5 , p. 4-17].

      1)   Perceived enemy COAs.

      2)   Restated mission.

      3)   Commander's intent.

      4)   Concept of operation.

      5)   Priorities.

      6)   The brigade timeline for planning.

d. The brigade S2 and the brigade targeting officer plan and coordinate BDA requirements: [FM 34-1, p. 2-14].

      1)   The brigade commander decides which critical areas require BDA to determine operational success.

      2)   The brigade S2 integrates the commander's BDA-related PIR into the collection plan.

      3)   The brigade S2 synchronizes the commander's BDA collection with the target engagement windows.

      4)   The brigade S2 plans so that BDA-related PIR is integrated into the targeting process.

      5)   The brigade FSO/targeting officer requests through the S2 the appropriate intelligence agency to determine damage assessment on selected targets. [ARTEP 71-3-MTP, Task 71-3-9003/3].

e. The brigade S2 section provides intelligence input to the brigade OPSEC plan. [ARTEP 71-3-MTP, Task 71-3-2011/2].

      1)   Coordinates with the division G2 to obtain enemy collection threat against brigade assets.

      2)   Obtains the current location of brigade maneuver elements from the S3.

3) Presents the S3 with an assessment of the vulnerability of brigade assets.

7. **The brigade S2 section prepares intelligence products and assists in OPORD preparation.** [ARTEP 71-3-MTP, Task 71-3-2002/2].

   a. The brigade S2 section assists in preparing and disseminating the WARNO. [FM 101-5, p. 4-74].

   b. The brigade S2 assists the brigade staff in finalizing the DST and synchronization matrix. [FM 34-130, Appendix A].

   c. The brigade S2 updates the situation templates. [FM 34-130, Appendix A, p. A4].

   d. The brigade S2 finalizes the collection plan. [FM 34-2, p. 3-10 to 3-16].

      1) The brigade S2 evaluates resources.

      2) The brigade S2 develops a collection strategy:

         a) The brigade S2 selects resources to task, request support from and recommend taskings to the S3.

         b) The brigade S2 synchronizes collection to requirements via the intelligence synchronization matrix.

      3) The brigade S2 develops specific orders and requests (SOR) sets.

      4) The brigade S2 prioritizes SOR sets for collection assets.

      5) The brigade S2 includes collection plan taskings for the DS MI company. [FN-INTEL School; NTC, Bde INTEL OC].

      6) The brigade S2 includes collection plan taskings for attached, OPCON, or both collection assets. [FN-INTEL School; NTC, Bde INTEL OC].

      7) The brigade S2 uses the brigade commander's intent to finalize the collection plan to enable him to tell the commander: [FM 34-3. p. 1-8; CALL Compendium, p. 3-4,].

         a) Enemy type unit, types of equipment, and strength.

         b) Enemy locations/expected maneuver scheme.

         c) Terrain upon which the brigade can expect to fight.

d) Other mission-critical information as required by the brigade commander.

e. The brigade S2 coordinates with the brigade S3 and selected staff to synchronize intelligence collection assets: [FN-INTEL School].

1) The S3 develops a five paragraph field order that includes the S2's recommendations for all collection assets and that addresses items such as: [FN-NTC, Bde INTEL OC].

a) Artillery support and means.

b) Logistics support and means.

c) Guidance and support on ways and means of insertion and extraction of reconnaissance elements.

d) Signal support and guidance on signal operations instructions (SOI) and nets.

e) Reporting procedures.

2) The brigade S3/S3-Air must coordinate unmanned aerial vehicle (UAV) flight operations in the brigade and division airspace. [FN-INTEL School].

3) The brigade S2 and brigade FSO/targeting officer and DS MI company commander coordinate on:

a) The use of UAV to target HPT/HVT. [FN-INTEL School].

b) The allocation of offensive EW systems. [FM 6-20-30, p. D-18].

c) The systems and assets available for nonlethal attack. [FM 34-1. p. 2-21].

d) Measures to perform BDA. [FM 6-20-10, p. 2-26].

4) The brigade S2 and the DS MI company commander recommend to the S3: [FN-INTEL School].

a) UAV missions to support surveillance of NAI and to satisfy brigade PIR.

b) Employment criteria and missions for the CI team(s):

(1) Targets.

(2) Transportation means.

             (3)   Communication means.

             (4)   Points of contact throughout brigade and Bn TF areas.

       c) Missions and employment criteria for the interrogation team.

       d) Systems and assets available for nonlethal attack. [FM 34-1. p. 2-21].

5)   The brigade ADA officer coordinates UAV flight information with air defense units. [FN-INTEL School].

6)   The Army AVN LNO coordinates with the brigade S2 to:

       a) Extract information pertinent to army aviation planning such as: [ARTEP 71-3-MTP, Tasks 71-3-7001/1f].

             (1)   Target locations or objective.

             (2)   Summary or synopsis of the IPB.

             (3)   PIR.

       b) Coordinate UAV flight information with Army aviation units. [FN-INTEL School].

f. The brigade S2 prepares the intelligence annex, detailing the following: [ARTEP 71-3-MTP, Task 71-3-2002/2; ARTEP 34-245-10-DRILL 3].

1)   Summary of enemy situation. [ARTEP 71-3-MTP, Task 71-3-2002/2a; ARTEP 34-245-10- DRILL 3].

2)   The PIR and IR (focused on information the brigade commander needs to make key decisions and with LTIOV). [ARTEP 71-3-MTP, Task 71-3-2002/2b; ARTEP 34-245-10-DRILL 3].

3)   Intelligence acquisition tasks. [ARTEP 71-3-MTP, Task 71-3-2002/2c; ARTEP 34-245-10-DRILL 3].

4)   Measures for handling personnel, documents, and material. [ARTEP 71-3-MTP, Task 71-3-2002/2d; ARTEP 34-245-10-DRILL 3].

5)   Documents and equipment required. [ARTEP 71-3-MTP, Task 71-3-2002/2e; ARTEP 34-245-10-DRILL 3].

6) Counter-intelligence. [ARTEP 71-3-MTP, Task 71-3-2002/2f; ARTEP 34-245-10-DRILL 3].

7) Reports and distribution. [ARTEP 34-245-10-DRILL 3].

8) Other instructions, as required. [ARTEP 34-245-10-DRILL 3].

g. The brigade S2 provides intelligence input to the brigade S3 for paragraph 1.a, "Situation: Enemy Forces," of the brigade OPORD. [AN].

h. The brigade S2 coordinates for aerial intelligence support. [ARTEP 71-3-MTP, Task 71-3-2007].

i. The brigade S2 section finalizes the security plan. [ARTEP 71-3-MTP, Task 71-3-2011/1].

1) The brigade S2 section develops physical security requirements to support brigade elements to include:

a) Water points.

b) The brigade support area (BSA).

c) Communications.

d) Brigade CP access (e.g.,. personnel access rosters).

2) The brigade S2 section develops a security program for handling, storage, safeguarding, and destruction of classified material.

a) Includes emergency and day-to-day operations.

b) Ensures that program is manageable.

3) The brigade S2 section incorporates appropriate portions of the security plan in the brigade OPORD.

4) The brigade S2 section ensures that the plan includes applicable brigade TSOP requirements and procedures.

j. The brigade S2 section produces and continually updates selected products: [AN].

1) Intelligence estimate. [FM 34-80, pp. A-0 to A-29].

2) Intelligence annex to the OPORD. [FM 34-80, pp. A-0 to A-29].

3) Collection plan. [FM 34-80, pp. A-0 to A-29].

4) BDA requirements. [FM 34-1, p. 2-14].

5) Force protection intelligence. [FM 34-1, p. 2-13].

6) Terrain and weather overlays/matrices. [FM 34-8-2, Jan 95, p. B-1].

   a) The MCOO.

   b) Population status overlay.

   c) Key facilities and target overlay.

   d) Logistics sustainability overlay.

   e) Lines of communication overlay.

   f) Weather effects forecast matrix.

   g) Critical weather values matrix.

7) Templates and associated matrices. [FM 34-8-2, p. B-1].

   a) Threat models.

   b) The ECOAs.

   c) Event templates/matrix.

   d) Intelligence information to support the S3's BOS synchronization matrix.

8) Requests and reports. [FM 34-80, pp. A-0 to A-29; AN].

   a) Graphic intelligence summary (INTSUM) reports.

   b) Intelligence report (INTREP) reports.

   c) Tactical report (TACREP) reports.

   d) Electronics intelligence requirement-tasking message (ERTM).

   e) Request for intelligence information (RII).

    f) Response to request for intelligence information (RRII).

    g) Tactical electronic intelligence (TACELINT) reports.

    h) Electronic warfare requesting/tasking message (EWRTM).

k. The brigade S2 completes the intelligence annex and submits it to the S3 for incorporation into the OPORD. [ARTEP 71-3-MTP, Task 71-3-2002/3].

8.   **The brigade S2 section assists in issuing and briefing the OPORD.** [ARTEP 71-3-MTP, Task 71-3-2006/7].

a. The brigade S2 prepares sketch charts for visual presentation of intelligence information during the OPORD brief. [FM 71-123, p. 1-12; FM 101-5 , p. 4-59].

b. The brigade S2 ensures that all key participants (per TSOP) receive appropriate brigade S2 products. [FM 71-123, p. 1-12; FM 101-5 , p. 4-59].

    1) The brigade S2 ensures that the DS MI company has and understands the brigade PIR. [FN-INTEL School].

    2) The brigade S2 ensures that all collectors have and understand the brigade PIR. [FN-NTC, Bde INTEL OC].

c. The brigade S2 briefs the most current enemy situation and capabilities. [FM 71-123, p. 1-12; FM 101-5, p. 4-59].

d. The brigade S2 briefs the collection plan. [FM 71-123, p. 1-12; FM 101-5, p. 4-59)].

e. The brigade S2 addresses PIR during the OPORD brief. [CALL Compendium, p. 3-4].

f. The brigade S2 conducts final coordination with brigade staff, subordinate unit commanders, and staff to ensure understanding of intelligence plan and products. [FM 71-123, p. 1-12; FM 101-5, p. 4-59].

9.   **The brigade S2 updates and refines the intelligence plan**. [ARTEP 71-3-MTP, Task 71-3-2008/3].

a. The brigade S2 continues to analyze and refine previously generated IPB and products. [ARTEP 71-3-MTP, 71-3-2008/3].

b. The brigade S2 processes preplanned tactical air reconnaissance requests in accordance with (IAW) division and corps standing operating procedures (SOPs), with advice from the ALO. [ARTEP 71-3-MTP, 71-3-2007/2].

c. The brigade S2 assembles and provides the following for the brigade rehearsal: [AN].

    1)   Current known enemy dispositions and activities.

    2)   Situational template.

    3)   Situational matrix.

    4)   HVT list for most probable and most dangerous enemy COAs.

    5)   MCOO.

    6)   Annex B, brigade OPORD.

    7)   R&S plan and taskings.

    8)   NAI identifications.

d. The brigade S2 attends backbriefs and rehearsals with the command group and ensures that refinements and adjustments directed by the brigade commander are incorporated into the intelligence plan. [FM 71-123, p. 1-38].

e. The brigade S2 participates in rehearsals: [AN].

    1)   Provides an overall orientation to the terrain, obstacles, key features, weather, and light effects in the AI and the AO. [AN].

    2)   Provides the initial input to the rehearsal by setting the enemy situation, forecast, and initial enemy move. [AN].

    3)   Depicts enemy actions using the action/reaction/counteraction method. [AN].

    4)   Monitors, overwatches, and inputs to the rehearsal of the reconnaissance and surveillance plan, implementation of NAIs, and incorporation of PIRs. [AN].

    5)   Identifies and elicits intelligence reporting requirements, format, content, originator, recipient, and nets. [AN].

    6)   Participates in the critique of the rehearsal, identifying any modifying or reinforcing intelligence requirements. [AN].

f. The brigade S2 proactively seeks information from higher and adjacent units and updates the intelligence plan. [ARTEP 71-3-MTP, Tasks 71-3-2003, 71-3-2004, 71-3-2005, 71-3-2006].

g. The brigade S2 continuously receives intelligence reports as a result of the collection plan, acquires information from other sources, updates the situation and event templates and other intelligence products, and updates and disseminates products as appropriate. [ARTEP 71-3-MTP, Tasks 71-3-2003, 71-3-2004, 71-3-2005, 71-3-2006].

h. The brigade S2 uses the abbreviated IPB process when time constraints preclude using the more detailed IPB process by: [FM 34-130, p. 2-53].

   1) Maintaining the current intelligence databases.

   2) Focusing on essentials.

   3) Staying objective oriented.

i. The brigade S2 periodically directs the DS MI company to conduct force protection reviews. [FM 34-1, p. 2-14].

j. The brigade S2 updates and disseminates the situation template confirmed by reconnaissance just prior to the battle. [CALL Compendium, p. 3-4].

**LESSONS LEARNED INTEGRATED INTO TASK LIST
CONDUCT INTELLIGENCE PLANNING (BRIGADE CCF 1)**

This subcomponent identifies the lessons learned extracted from the U.S. Army CALL publications relevant to performing this CCF. The lessons learned are organized and listed by the appropriate task in the CCF task list. Where appropriate to address the absence of a task in an ARTEP-MTP, the lessons learned have been structured as tasks and are included in the detailed task list as subtasks. The purpose of the lessons learned subcomponent is to provide the user with the most recent TTPs associated with the performance of the tasks in this CCF.

1.   **The brigade S2 section begins the IPB process upon receipt of the mission.**

LL - That commanders set up indication and warning centers within their G2/S2 sections at battalion and higher headquarters for different threat scenarios ranging from all-out ground attack to chemical attack to air raids. [CALL Newsletter, "Winning in the Desert: Tactics, Techniques and Procedures for Maneuver Commanders," No. 90-8, Special Edition, Intelligence, p. 1-4].

LL - The commander and XO should ensure that:

-      Each battle staff section becomes the SME on opposing forces (OPFOR) doctrine, capabilities, organization, and tactics for its specific BOS.

-      The staff is trained on the threat-at-home station, paying particular attention to enemy tendencies that coincide with the first stages of the IPB process.

-      The tracking of enemy events related to the commander's intent during the battle is coordinated. [CALL CTC's Bulletin, "Lessons and Information," No. 93-4, TTP, Intelligence p. 27].

LL - Civil Afairs (CA) teams, the Chaplain, the S4, and Civil Affairs Officer (S5), MPs, and others should contribute to the IPB process and expand its focus. [CALL Bulletin, "Operation Just Cause Lessons Learned: Volume III. Intelligence, Logistics & Equipment," No. 90-9, Low Intensity Conflict (LIC)-Specific IPB, p. III-3].

LL - Evaluate intelligence requirements early on. Make everyone in the task force knowledgeable of intelligence collection requirements. [CALL Bulletin, "Introduction to Low Intensity Conflict," No. 90-4, p. 15].

LL - The IPB drives tactical planning. The S2 is a key player, but IPB is not strictly an S2 function. The IPB process requires the involvement of the commander and his entire staff. Production of event and DSTs require participation by the S3, FSO, Air Defense Artillery Officer (ADAO), and engineer, at a minimum.

The commander's intent is the cornerstone of the rest of the IPB staff process. The S2 finalizes his collection plan against the commander's intent. This enables him to tell the commander:

- What the enemy force opposing them is.

- Where it's located.

- What kind of terrain they can expect.

- Other mission-critical information [CALL Compendium, "Volume I: Heavy Forces," Intelligence And Electronic Warfare, p. 3-4].

2. **The brigade S2 defines the battlefield environment.**

LL - Desert environments give special significance to the terrain aspect of mission, enemy, terrain, troops, and time available (METT-T). Commanders at all levels should place special emphasis on the impact of desert terrain as it relates to the other factors of METT-T. [CALL Newsletter, "Winning in the Desert: Tactics, Techniques, and Procedures for Maneuver Commanders," No. 90-8, Special Edition, Intelligence, p. 1-4].

LL - The IPB process is sound. The LIC operations require the consideration of more factors than the traditional enemy, terrain, and weather. The civilian population, logistics sustainability, and critical economic and resource areas are important nontraditional factors. [CALL Bulletin, "Operation Just Cause Lessons Learned: Volume III. Intelligence, Logistics & Equipment," No. 90-9, LIC-Specific IPB p. III-3].

3. **The brigade S2 describes the battlefield effects.**

4. **The brigade S2 evaluates the threat.**

5. **The brigade S2 determines threat courses of action.**

6. **The brigade S2 participates in the staff course of action analysis.**

LL - The COAs must consider the reaction of the civilian population, refugee control, and collateral damage. [CALL Bulletin, "Operation Just Cause Lessons Learned: Volume III. Intelligence, Logistics and Equipment," No. 90-9, LIC-Specific IPB, p. III-3].

7. **The brigade S2 section prepares intelligence products and assists in OPORD preparation.**

LL - Decision support templates/matrices must be extended to highlight long-term effects of combat operations so countermeasures can be planned. [CALL Bulletin, "Operation Just Cause Lessons Learned: Volume III. Intelligence, Logistics and Equipment," No. 90-9, LIC-Specific IPB, p. III-3].

LL - The IPB drives tactical planning. The S2 is a key player, but IPB is not strictly an S2 function. The IPB process requires the involvement of the commander and his entire staff. Production of event and DSTs require participation by the S3, FSO, ADAO, and engineer at a minimum.

The S2 should address PIRs during the OPORD brief. These are items of combat information that help the S2 fill in the blank pieces of the intelligence puzzle. At a minimum, the S2 must update and disseminate the situation template confirmed by reconnaissance just prior to the battle. He must construct event analysis templates to portray enemy firepower and maneuver options. Finally, he must develop the DST to form the basis for staff planning and wargaming.

The commander's intent is the cornerstone of the rest of the IPB staff process. The S2 finalizes his collection plan against the commander's intent. This enables him to tell the commander:

- What the enemy force opposing them is.

- Where it's located.

- What kind of terrain they can expect.

- Other mission critical information. [CALL Compendium, "Volume I: Heavy Forces," Intelligence And Electronic Warfare, p. 3-4].

LL - Battlefield deception operations rely extensively on timely and accurate intelligence. To ensure that our deception is seen by the enemy commander as plausible and authentic, we must know what information the enemy is likely to accept, what sources the enemy relies on to gather intelligence, what the enemy needs to confirm information, and what latitude is used in modifying or changing an ongoing or planned operation. In order to answer these questions, deception planners require extensive intelligence support during the planning, execution, and evaluation stages of an operation. The planners require constant feedback on the enemy acceptance of deception in order to modify the plan, if needed, and to ensure that assets allocated to the plan are not wasted. [CALL Bulletin, "Deception," No. 3-88, p. 11-12].

8.   **The brigade S2 section assists in issuing and briefing the OPORD.**

LL - The S2 should address PIRs during the OPORD brief. These are items of combat

information that help the S2 fill in the blank pieces of the intelligence puzzle. At a minimum, the S2 must update and disseminate the situation template confirmed by reconnaissance just prior to the battle. He must construct event analysis templates to portray enemy firepower and maneuver options. Finally, he must develop the DST to form the basis for staff planning and wargaming.

Communicating the initial situation template during the OPORD process forces task force leaders to focus on the enemy's intent. A good technique for communicating the IPB is the use of large scale sketches to show expected enemy disposition and actions. [CALL Compendium, "Volume I: Heavy Forces," Intelligence And Electronic Warfare, p. 3-4].

9.   **The brigade S2 updates and refines the intelligence plan.**

LL - The commander and XO should ensure that:

-   The tracking of enemy events related to the commander's intent during the battle is coordinated. [CALL CTC's Bulletin, "Lessons and Information," No. 93-4, TTP, Intelligence p. 27].

LL - The IPB process is dynamic and requires constant re-evaluation. Refugees and unpredictable civil elements compound this. [CALL Bulletin, "Operation Just Cause Lessons Learned: Volume III. Intelligence, Logistics & Equipment," No. 90-9, LIC-Specific IPB p. III-3].

LL - Confirm the IPB. The IPB paints a picture of the battlefield. It provides confirmation of enemy intentions, and what the force looks like that you will face. [CALL Bulletin, "The Musicians of Mars: A Story of Synchronization for the Company/Team Commander," No. 90-6, p. 16].

LL - The S2 should address PIRs during the OPORD brief. These are items of combat information that help the S2 fill in the blank pieces of the intelligence puzzle. At a minimum, the S2 must update and disseminate the situation template confirmed by reconnaissance just prior to the battle. He must construct event analysis templates to portray enemy firepower and maneuver options. Finally, he must develop the DST to form the basis for staff planning and wargaming.

All key leaders and staff must realize that the IPB process never stops. Templates require continuous updating throughout all aspects of operational planning and execution. Notifying all key personnel of all significant changes is critical to the process. The IPB is not a process separate and distinct from all the other staff processes. It applies staff actions to gathering information toward answering certain questions relative to the ongoing mission. [CALL Compendium, "Volume I: Heavy Forces," Intelligence and Electronic Warfare, p. 3-4].

LL - Battlefield deception operations rely extensively on timely and accurate intelligence. To ensure that our deception is seen by the enemy commander as plausible and authentic, we must know what information the enemy is likely to accept, what sources the enemy relies on to gather intelligence, what the enemy needs to confirm information, and what latitude is used in modifying or changing an ongoing or planned operation. In order to answer these questions, deception planners require extensive intelligence support during the planning, execution, and evaluation stages of an operation. The planners require constant feedback on the enemy acceptance of deception in order to modify the plan, if needed, and to ensure that assets allocated to the plan are not wasted. [CALL Bulletin, "Deception," No. 3-88, p. 11-12].

GATE TASKS
CONDUCT INTELLIGENCE PLANNING (BRIGADE CCF 1)

This subcomponent identifies critical individual or collective tasks upon which the performance of each CCF task identified in the Task List is dependent. In order to ensure efficient and safe training of the major task, the participants should have first achieved mastery in performing these gate tasks.

The officers, NCOs, and soldiers listed in this component are based on the TOE for the echelon and type unit being analyzed. In some cases, the MQS and STPs for those officers, NCOs, and soldiers may not have yet been published or are being revised. In such an instance, existing MQS and STP publications were used to identify gate tasks which are still relevant. This may result in the identification of gate tasks derived from another proponent MQS or STP publication (e.g., an infantry STP task listed as relevant to a field artillery military occupational skill (MOS)).

In other cases, the Army has designated a new MOS to replace the MOS listed in the TOE. In such an instance, the analyst selected tasks from STPs for like/similar MOSs or tasks from the original TOE MOS to depict those tasks which must still be performed.

Based on the analyst's analysis and review of doctrine, gate tasks may be identified for which there is no published doctrine.

CCF TASKS

INDIVIDUAL/COLLECTIVE GATE TASKS

1. The brigade S2 section begins the IPB process upon receipt of the mission.

Brigade S2 (STP 34-35II-MQS)
- Participate in the development of intelligence requirements (01-3381.01-5001).
- Direct the intelligence portion of the IPB process (01-3381.01-5002).
- Prepare the intelligence estimate (01-3381.41-4004).

Brigade S2 SECTION (ARTEP 34-245-10-DRILL)
- Perform IPB (Drill 2).

Brigade SR INTEL NCO (STP SM-Trainer's Guide (TG))
- Review current intelligence holdings to identify gaps (301-336-2004).
- Supervise preparation of intelligence estimate (301-336-3104).

ABE (STP 5-21II-MQS)
- Establish intelligence production requirements and essential elements of terrain or engineer information (01-2250.20-1004).
- Provide input to intelligence preparation of the battlefield (01-2250.20-1006).

Officer Common Tasks for: Bde Cdr, DS MI Co Cdr, S2, S2 Section, S3, S3 Section, FSO, CHEMO, ABE, ADA LNO, Army AVN LNO, ALO, S1, S4, BSO, Air/Naval Gunfire Liaison Officer, MP Platoon (Plt) Leader (STP 21-II-MQS, Common Tasks)
- Communicate effectively as a commander or staff officer (03-9001.12-0003).
- Solve problems using the military problem-solving process (03-9001.13-0001).
- Brief to inform, persuade, or direct (01-9007.01-0250).

(STP 17-12II-MQS, Armor)
- Perform duties as tactical operations center (TOC) shift officer (01-1250.00-0006).
- Perform a map reconnaissance (01-1250.00-0002).
- Conduct a reconnaissance patrol (03-3164.00-0005).
- Plan the IPB (01-3353.02-0090).

NCO Common Tasks for: All Primary and Special Staff NCOs (STP 21-24-Soldier's Manual of Common Tasks (SMCT), Common tasks)
- Prepare SITREP (071-332-5022).
- Conduct OPSEC procedures (113-573-0002).

(ARTEP 71-3-MTP)
- Perform duties in a TOC or administrative/logistics (A/L) command post (7-1-3904/3036).
- Analyze tactical mission statement (71-3-3001).
- Prepare operational journals (71-3-2006(2)).
- Advise and assist staff on elements of BOS that support/impact their staff function (71-3-0001).
- Perform duties/functions as S-3 (Operations NCO) (7-1-3902).
- Maintain the current situation (71-3-3003).

2.   The brigade S2 defines the battlefield environment.

Brigade S2 (STP 34-35II-MQS)
- Participate in the development of intelligence requirements (01-3381.01-5001).
- Direct the intelligence portion of the IPB process (01-3381.01-5002).
- Prepare the intelligence estimate (01-3381.41-4004).
- Conduct battlefield area evaluation (01-3381.01-4012).
- Conduct terrain and weather analysis (01-3381.01-4013).

Brigade S2 Section (ARTEP 34-245-10 DRILL)
- Perform IPB (Drill 2).

Brigade SR INTEL NCO (STP 34-96B14-SM-TG)
- Supervise preparation of intelligence estimate (301-336-3104).
- Recommend AI and AO based on METT-T (301-336-4000).

ABE (STP 5-21II-MQS)
- Advise the commander on the use of terrain for combat operations (O1-2250.20-1008).

Officer Common Tasks for: Bde Cdr, DS MI Co Cdr, S2, S2 Section, S3, S3 Section, FSO, CHEMO, ABE, ADA LNO, Army AVN LNO, ALO, S1, S4, BSO, Air/Naval Gunfire Liaison Officer, MP Plt Leader (STP 21-II-MQS, Common Tasks)

- Communicate effectively as a commander or staff officer (03-9001.12-0003).
- Solve problems using the military problem-solving process (03-9001.13-0001).
- Brief to inform, persuade, or direct (01-9007.01-0250).

(STP 17-12II-MQS, Armor)
- Perform duties as TOC shift officer (01-1250.00-0006).
- Perform a map reconnaissance (01-1250.00-0002).
- Conduct a reconnaissance patrol (03-3164.00-0005).
- Plan the IPB (01-3353.02-0090).

NCO Common Tasks for: All Primary and Special Staff NCOs (STP 21-24-SMCT, Common tasks)
- Prepare SITREP (071-332-5022).
- Conduct OPSEC procedures (113-573-0002).

(ARTEP 71-3-MTP)
- Perform duties in a tactical operations center or A/L CP (7-1-3904/3036).
- Analyze tactical mission statement (71-3-3001).
- Prepare operational journals (71-3-2006(2)).
- Advise and assist staff on elements of BOS that support/impact their staff function (71-3-0001).
- Perform duties/functions as S-3 (Operations NCO) (7-1-3902).
- Maintain the current situation (71-3-3003).

The brigade S2 describes the battlefield effects.

Brigade S2 (STP 34-35II-MQS)-
- Direct the intelligence portion of the IPB process (01-3381.01-5002).
- Prepare the intelligence estimate (01-3381.41-4004).
- Conduct battlefield area evaluation (01-3381.01-4012).
- Conduct terrain and weather analysis (01-3381.01-4013).

Brigade S2 SECTION (ARTEP 34-245-10-DRILL)
- Perform IPB (Drill 2).

Brigade SR INTEL NCO (STP 34-96B14-SM-TG)
- Supervise preparation of intelligence estimate (301-336-3104).

ABE (STP 5-21II-MQS)
- Advise the commander on the use of terrain for combat operations (01-2250.20-1008).

Officer Common Tasks for: DS MI Co Cdr, S2, S2 Section, S3, S3 Section, FSO, CHEMO, ABE, ADA LNO, Army AVN LNO, ALO, S1, S4, BSO, Air/Naval Gunfire Liaison Officer, MP Plt Leader P 21-II-MQS, Common Tasks)
- Communicate effectively as a commander or staff officer (03-9001.12-0003).
- Solve problems using the military problem-solving process (03-9001.13-0001).
- Brief to inform, persuade, or direct (01-9007.01-0250).

(STP 17-12II-MQS, Armor)
- Perform duties as TOC shift officer (01-1250.00-0006).
- Perform a map reconnaissance (01-1250.00-0002).

- Conduct a reconnaissance patrol (03-3164.00-0005).
- Plan the IPB (01-3353.02-0090).

NCO Common Tasks for: All Primary and Special Staff NCOs (STP 21-24-SMCT, Common tasks)
- Prepare situation report (SITREP) (071-332-5022).
- Conduct operations security (OPSEC) procedures (113-573-0002).

(ARTEP 71-3-MTP)
- Perform duties in a TOC or A/L CP (7-1-3904/3036).
- Analyze tactical mission statement (71-3-3001).
- Prepare operational journals (71-3-2006(2)).
- Advise and assist staff on elements of BOS that support/impact their staff function (71-3-0001).
- Perform duties/functions as S-3 (Operations NCO) (7-1-3902).
- Maintain the current situation (71-3-3003).

4.   The brigade S2 evaluates the threat.

Brigade S2 (STP 34-35II-MQS)
- Participate in the development of intelligence requirements (01-3381.01-5001).
- Direct the intelligence portion of the IPB process (01-3381.01-5002).
- Prepare the intelligence estimate (01-3381.41-4004).
- Prepare OB studies (01-3381.41-4015).
- Conduct threat evaluation (01-3381.01-4014).

Brigade S2 SECTION (ARTEP 34-245-10-DRILL)
- Perform IPB (Drill 2).

Brigade SR INTEL NCO (STP 34-96B14-SM-TG)
- Supervise preparation of intelligence estimate (301-336-3104).
- Supervise organization and maintenance of order of battle information (301-336-2001).

FSO (STP 6-13II-MQS, Artillery)
- Interpret threat organization and equipment (01-2660.00-2004).

FSE NCO (STP 6-13F14-SM-TG)
- Analyze the formations of threat forces (061-284-4000).

Officer Common Tasks for: Bde Cdr, S2, S2 Section, DS MI Co Cdr, S3, S3 Section, CHEMO, FSO, ABE, ADA LNO, Army AVN LNO, ALO, S1, S4, FSB OPNs OFF, BSO, Air/Naval Gunfire Liaison Officer, MP Plt Leader P 21-II-MQS, Common Tasks)
- Communicate effectively as a commander or staff officer (03-9001.12-0003).
- Solve problems using the military problem-solving process (03-9001.13-0001).
- Brief to inform, persuade, or direct (01-9007.01-0250).

(STP 17-12II-MQS, Armor)
- Plan the IPB (01-3353.02-0090).

(STP 6-13II-MQS, Artillery)
- Interpret threat organization and equipment (01-2660.00-2004).

NCO Common Tasks for: All Primary and Special Staff NCOs (ARTEP 71-3-MTP)
- Advise and assist staff on elements of BOS that support/impact their staff function (71-3-0001).

(STP 6-13F14-SM-TG)
- Analyze the formations of threat forces (061-284-4000).

5. The brigade S2 determines threat courses of action.

Brigade S2 (STP 34-35II-MQS)
- Participate in the development of intelligence requirements (01-3381.01-5001).
- Direct the intelligence portion of the IPB process (01-3381.01-5002).
- Prepare the intelligence estimate (01-3381.41-4004).
- Participate in the threat integration process (01-3381.01-4015).
- Conduct situation development (01-3381.01-4016).
- Conduct target development (01-3381.01-4017).

Brigade S2 Section (ARTEP 34-245-10-DRILL)
- Perform IPB (Drill 2).

Brigade SR INTEL NCO (STP 34-96B14-SM-TG)
- Supervise preparation of intelligence estimate (301-336-3104).
- Coordinate targeting function (301-336-4100).

Officer Common Tasks for: S2, S2 Section, DS MI Co Cdr, S3, S3 Section, CHEMO, FSO, ABE, ADA LNO, Army AVN LNO, ALO, S1, S4, BSO, Air/Naval Gunfire Liaison Officer, MP Plt Leader (STP 21-II-MQS, Common Tasks)
- Solve problems using the military problem-solving process (03-9001.13-0001).
- Determine HPT.
- Determine best and worst case ECOA as it affects each staff BOS.

NCO Common Tasks for: All Primary and Special Staff NCOs (ARTEP 71-3-MTP)
- Advise and assist staff on elements of BOS that support/impact their staff function (71-3-0001).
- Maintain the current situation (71-3-3003).

(STP 6-13F14-SM-TG)
- Produce an HPT list (061-284-4245).

6.   The brigade S2 participates in the staff course of action analysis.

Brigade S2 (STP 34-35II-MQS)
- Participate in the development of intelligence requirements (01-3381.01-5001).
- Prepare the intelligence estimate (01-3381.41-4004).
- Prepare intelligence taskings (01-3381.39-4002).
- Prepare R&S plan (01-3381.06-4011).
- Select intelligence and electronic warfare operational sites (01-3381.04-4005).
- Develop an intelligence and electronic warfare scheme of maneuver (01-3381.04-5001).
- Plan employment of intelligence and electronic warfare (IEW) assets (01-3381.04-5002).
- Plan reconnaissance operations (01-3381.44-5001).
- Participate in the development of the DST (01-3381.01-5003).
- Recommend force protection countermeasures (01-3381.16-5003).
- Conduct target development (01-3381.01-4017).

Brigade SR INTEL NCO (STP 34-96B14-SM-TG)
- Supervise preparation of intelligence estimate (301-336-3104).

FSO (STP 6-13II-MQS, Artillery)
- Produce and HPT matrix (01-2840.00-2044).

FSE NCO (STP 6-13F14-SM-TG)
- Produce an HPT list (061-284-4245).

Officer Common Tasks for: Bde Cdr, Bde XO, S2, selected S2 Section individuals, DS MI Co Cdr, S3, selected S3 Section individuals, CHEMO, FSO, ABE, ADA LNO, Army AVN LNO, ALO, S1, S4, BSO, Air/Naval Gunfire Liaison Officer, MP Plt Leader
(STP 21-II-MQS, Common Tasks)
- Communicate effectively as a commander or staff officer (03-9001.12-0003).
- Solve problems using the military problem-solving process (03-9001.13-0001).
- Brief to inform, persuade, or direct (01-9007.01-0250).

NCO Common Tasks for: All Primary and Special Staff NCOs (ARTEP 71-3-MTP)
- Perform duties in a TOC or A/L CP (7-1-3904/3036).
- Advise and assist staff on elements of BOS that support/impact their staff function (71-3-0001).
- Maintain the current situation (71-3-3003).

7. The brigade S2 section prepares intelligence products and assists in OPORD preparation.

Brigade S2 (STP 34-35II-MQS)
- Prepare the intelligence estimate (01-3381.41-4004).
- Assist in preparing the intelligence annex (01-3381.41-4001).
- Prepare intelligence taskings (01-3381.39-4002).
- Prepare R&S plan (01-3381.06-4011).
- Develop an IEW scheme of maneuver (01-3381.04-5001).

- Plan employment of IEW assets (01-3381.04-5002).
- Plan reconnaissance operations (01-3381.44-5001).
- Produce finished intelligence products from all-source information (01-3381.41-5003).
- Conduct target development (01-3381.01-4017).

Brigade S2 Section (ARTEP 34-245-10-DRILL)

- Intelligence annex to the operation order (Drill 3).
- Brigade R&S planning (Drill 4b).

(STP 34-96B14-SM-TG)

- Develop DST (301-336-2100).

Brigade SR INTEL NCO (STP 34-96B14-SM-TG)

- Supervise preparation of intelligence estimate (301-336-3104).
- Supervise preparation/maintenance of situation map by subordinate personnel (301-336-3051).
- Supervise preparation of written analysis of the battlefield area (301-336-3100).

DS MI Co Cdr (STP 34-35II-MQS)

- Assist in preparing the intelligence annex (01-3381.41-4001).
- Prepare intelligence taskings (01-3381.39-4002).
- Prepare R&S plan (01-3381.06-4011).
- Develop an IEW scheme of maneuver (01-3381.04-5001).
- Plan employment of IEW assets (01-3381.04-5002).
- Plan reconnaissance operations (01-3381.44-5001).
- Produce finished intelligence products from all-source information (01-3381.41-5003).

- Conduct target development (01-3381.01-4017).

8.   The brigade S2 section assists in issuing and briefing the OPORD.

Brigade S2 (STP 34-35II-MQS)
- Disseminate intelligence and combat information (01-3381.39-4005).

Brigade S2 Section (ARTEP 34-245-10-DRILL)
- Conduct intelligence annex to the operation order (Drill 3).
- Perform briefing/transmitting by radio (Drill 5a).

Brigade SR INTEL NCO (STP 34-96B14-SM-TG)
- Supervise receipt/transfer/storage of classified material (301-336-3201).

**Officer Common Tasks for: Bde Cdr, Bde XO, S2, S2 Section, DS MI Co Cdr, S3, S3 Section, CHEMO, FSO, ABE, ADA LNO, Army AVN LNO, ALO, S1, S4, BSO, Air/Naval Gunfire Liaison Officer, MP Plt Leader
(STP 21-II-MQS, Common Tasks)**
- Communicate effectively as a commander or staff officer (03-9001.12-0003).
- Brief to inform, persuade, or direct (01-9007.01-0250).
- Implement operations security (03-3711.12-0001).

**NCO Common Tasks for: All Primary and Special Staff NCOs
(STP 21-24-SMCT, Common tasks)**
- Conduct OPSEC procedures (113-573-0002).
- Perform duties in a TOC or A/L CP (7-1-3904/3036).
- Advise and assist staff on elements of BOS that support/impact their staff function (71-3-0001).

4h-12

(STP 34-96B14-SM-TG)
- Supervise receipt/transfer/storage of classified material (301-336-3201).

9. The brigade S2 updates and refines the intelligence plan.

Brigade S2 (STP 34-35II-MQS)
- Record intelligence and combat information (01-3381.39-4003).
- Direct recording and evaluation of information (01-3381.41-5001).
- See CCF 2 and 3.

Brigade S2 Section (ARTEP 34-245-10-DRILL)
- Record intelligence information (Drill 1).
- See CCF 2 and 3.

Brigade SR INTEL NCO (STP 34-96B14-SM-TG)
- Supervise unit collection effort (301-336-4101).
- See CCF 2 and 3.

DS MI Co Cdr (STP 34-35II-MQS)
- Record intelligence and combat information (01-3381.39-4003).
- Direct recording and evaluation of information (01-3381.41-5001).
- See CCF 2 and 3.

TASKS ORGANIZED BY OUTCOMES
CONDUCT INTELLIGENCE PLANNING (BRIGADE CCF 1)

This subcomponent links the tasks with the outcomes the task performance supports. Each outcome is linked with all appropriate tasks. This subcomponent is used for two purposes. The first is to ensure that each CCF outcome is sufficiently supported by all tasks necessary to achieve the outcome. The second is to verify that the outcomes selected support the CCF purpose and that they are complete in that no additional outcomes are required to define the CCF. This subcomponent can be used by trainers to facilitate assessment of training proficiency and to plan training.

Outcome 1

Timely and accurate intelligence input to the commander and staff.

Task Elements

1.   **The brigade S2 section begins the IPB process upon receipt of the mission.** [ARTEP 71-3 MTP, Tasks 71-3-2001].

   a. The brigade commander focuses the staff development of the IPB by: [FM 34-8, p. 2-2].

      1)   Providing his initial perception of the upcoming fight.

      2)   Sharing all that he knows about the enemy situation.

      3)   Articulating the critical information he needs to make combat decisions. [FN-BCTP, INTEL OC].

      4)   Providing guidance during brigade staff backbriefs.

   b. The brigade S2 starts the IPB process and the intelligence estimate. [FM 101-5, p. 4-15, 4-74, 4-75; FM 34-8, p. 2-2; ARTEP 71-3 MTP, Task 71-3-2001/1/2/4/5].

      1)   The brigade S2 evaluates existing databases and identifies intelligence gaps. [FM 34-130, p. 2-7].

         a) The brigade S2 identifies and prioritizes gaps in current holdings.

         b) The brigade S2 identifies gaps that cannot be filled in the time available.

      2)   The brigade S2 determines the amount of detail that is feasible to develop or acquire within the time available. [FM 34-130, p. 2-3].

3) The brigade S2 prepares the intelligence estimate before the remainder of the staff completes its estimates. [FM 34-8, p. 2-5, ARTEP 71-3 MTP, Task 71-3-2001/5].

4) The brigade S2 constantly integrates new information into the initial set of facts and assumptions. [FM 34-130, p. 2-7].

7) The brigade S2 sets up an indication and warning tracking mechanism within the S2 section for different threat scenarios ranging from all-out ground attack to chemical attack to air raids. [CALL Newsletter, No. 90-8, p. 1-4].

c. The brigade S2 assists in staff mission analysis of the division WARNO and/or OPORD. [ARTEP 71-3 MTP, Task 71-3-2001/1; FM 101-5, p. 4-11].

2) The brigade S2 briefs the initial intelligence estimate to the brigade commander during the mission analysis briefing. [FM 34-8, p. 2-5, ARTEP 71-3 MTP, Tasks 71-3-2006/6; 71-3-2001].

3) The brigade S2 exchanges relevant, current threat situation and information with the brigade staff. [FM 34-130, p. 1-4; Bulletin, No. 90-9, p. III-3].

a) The DS MI company: [AN].

(1) Acquires information from division and higher sources that is needed by the brigade. [FN-INTEL School].

(2) Performs analysis of the brigade's critical tactical capabilities that the enemy might target conducted by the counter intelligence (CI) section. [FN-NTC, Bde INTEL OC].

b) The ABE uses the S2's threat models to develop threat options for the employment of obstacles or breaching equipment. [FM 34-130, p. 1-4, AN].

c) The brigade ADA officer uses the brigade S2's threat models as the basis for developing enemy air COA models and supporting templates and matrices. [FM 34-130, p. 1-4, AN].

d) The brigade S4 uses the S2's threat models to focus on the logistics support mission and prepare IPB products for his functional area. [FM 34-130, p. 1-4, AN].

e) The brigade CHEMO uses the S2's enemy threat models to show the enemy options for employing NBC weapons. [FM 34-130, p. 1-4, AN].

f) The brigade SO provides input and coordination to the brigade S2 regarding: [ARTEP 71-3 MTP, Task 71-3-1102/1b].

    (1) Evaluation of MIJI reports and security violations.

    (2) Planning, coordination, and staff supervision of COMSEC and SIGSEC.

    (3) Use of signal activities in deception operations.

g) The brigade FSO and targeting officer use the S2's threat models to show the enemy options for employing indirect fire weapons. [AN - See CCF 15].

h) The brigade S3-Air uses the S2's threat models with the ADA officer as the basis for developing enemy air COA models. [AN].

i) The brigade S3 coordinates with the brigade S2 to develop estimates of initial force ratios. [AN].

d. The brigade S2 assists in preparation of the initial WARNO. [ARTEP 71-3 MTP, Tasks 71-3-2006/6; 71-3-2001].

e. The division G2 ACE pushes focused information required by the maneuver brigades to the appropriate brigade. [FN-BCBST, INTEL OT].

3. **The brigade S2 describes the battlefield effects.** [FM 34-130, p. 2-7].

a. The brigade S2 conducts terrain analysis. [FM 34-130, p. 2-8 except where noted].

    4) The brigade S2 coordinates with the rest of the brigade staff in evaluating effects of terrain on air and ground operations. [FN-NTC, Bde INTEL OC].

        a) The ABE assists the brigade S2 in evaluating the effects of terrain on ground operations: [ARTEP 71-3 MTP, Task 71-3-8001/2].

            (1) The ABE coordinates with the brigade S2 to identify avenues of approach.

                (a) The ABE determines the tactical merits of each avenue of approach.

        (b)   The ABE determines the potential problems for confirmed avenues of approach.

    (2)   The ABE reviews information available on the enemy-likely COAs and engineer capabilities.

    (3)   The ABE performs the mobility analysis from both the brigade and enemy points of view considering:

        (a)   Observation and fields of fire.

        (b)   Cover and concealment.

        (c)   Obstacles.

        (d)   Key terrain.

        (e)   Adequacy of maneuver space.

        (f)   Ease of movement.

b) The brigade ADA officer evaluates the effects of terrain on enemy air COA models and supporting templates and matrices. [FM 34-130, p. 1-4].

c) The brigade S4 evaluates the effects of terrain on the logistics support mission and prepares IPB products for his functional area. [FM 34-130, p. 1-4].

d) The brigade CHEMO evaluates the effects of terrain on the options for employing NBC weapons. [FM 34-130, p. 1-4].

e) The BSO evaluates the effects of terrain on brigade and enemy: [ARTEP 71-3 MTP, Task 71-3-1102/1b].

    (1)   MIJI.

    (2)   Planning, coordination, and staff supervision of COMSEC and SIGSEC.

    (3)   Use of signal activities of deception operations.

        f)   The brigade FSO/targeting officer evaluates the effects of terrain on the brigade and enemy options for employing indirect fire weapons. [AN - See CCF 15].

        g)   The S3-Air with the ADA officer evaluates the effects of terrain on brigade and enemy air COA models. [AN].

5)   The brigade S2 describes results of evaluation by identifying areas of the battlefield that favor, disfavor, or do not affect each COA and relates the analysis to the terrain's effects on the broad COAs available to threat and brigade forces by identifying the areas best suited for use as potential: [FM 34-130, p. 2-8].

        a)   EAs and ambush sites.

        b)   Battle positions.

        c)   Immediate or intermediate objectives.

        d)   Obstacle sites. [AN].

        e)   Reserve positions. [AN].

        f)   Artillery firing positions. [AN].

        g)   Brigade commander specified AIs. [AN].

6)   The brigade S2, as time permits or as the situation requires, also identifies potential: [FM 34-130, p. 2-8].

        a)   Assembly and dispersal areas.

        b)   Observation posts.

        c)   Air defense systems positions.

        d)   Intelligence and target acquisition system positions.

        e)   Forward arming and refuel point (FARP).

        f)   Landing zones (LZs) or drop zones (DZs).

        g)   Infiltration lanes.

b. The brigade S2 conducts weather analysis. [FM 34-130, p. 2-23; ARTEP 71-3 MTP, Task 71-3-2001/2c].

    3) The brigade S2 coordinates with the rest of the brigade staff in evaluating weather effects on air and ground operations. [FN-NTC, Bde INTEL OC].

        a) The ABE evaluates the effects of weather on ground operations. [ARTEP 71-3 MTP, Task 71-3-8001/2].

            (1) The ABE reviews information available on the enemy likely COAs and engineer capabilities.

            (2) The ABE determines the potential problems for confirmed avenues of approach.

            (3) The ABE performs the mobility analysis from both the brigade and enemy points of view, considering:

                (a) Observation and fields of fire.

                (b) Cover and concealment.

                (c) Obstacles.

                (d) Key terrain.

                (e) Adequacy of maneuver space.

                (f) Ease of movement.

        b) The brigade ADA officer evaluates the effects of weather on enemy air COA models and supporting templates and matrices. [FM 34-130, p. 1-4].

        c) The brigade S4 evaluates the effects of weather on the logistics support mission and prepares IPB products for his functional area. [FM 34-130, p. 1-4].

        d) The brigade CHEMO evaluates the effects of weather on the options for employing NBC weapons. [FM 34-130, p. 1-4].

        e) The BSO evaluates the effects of weather on brigade and enemy: [ARTEP 71-3 MTP, Task 71-3-1102/1b].

       (1)   MIJI.

       (2)   Planning, coordination, and staff supervision of COMSEC and SIGSEC.

       (3)   Use of signal activities of deception operations.

   f)   The brigade FSO/targeting officer evaluates the effects of weather on the brigade and enemy options for employing indirect fire weapons. [AN - Bde TA of CCF 15].

   g)   The S3-Air evaluates with the brigade ADA officer the effects of weather on brigade and enemy air COA models. [AN].

d. The brigade S2 describes the battlefield effects on threat and brigade capabilities and broad COAs. [FM 34-130, p. 2-28].

   1)   The brigade S2 depicts the results of terrain analysis in one of the following formats: [FM 34-130, p. 2-29].

     a)   Analysis of the AO.

     b)   Intelligence estimate.

     c)   Graphic products that will aid the staff in the completion of their own estimates and plans.

   2)   The brigade S2 constructs and maintains an MCOO which starts with the combined obstacle overlay provided by the ABE and adds: [ARTEP 71-3 MTP, Task 71-3-2001/2b(6)].

     a)   Cross-country mobility classifications.

     b)   Avenues of approach and mobility corridors.

     c)   Counter-mobility corridors.

     d)   Defensible terrain.

     e)   EAs.

     f)   Key terrain.

    3)   The brigade S2 distributes the graphic products developed during analysis and evaluation, as needed, to support the remainder of the staff and other commands in their own IPB and planning efforts. [FM 34-130, p. 2-29].

4.   **The brigade S2 evaluates the threat**. [FM 34-130, p. 2-29].

    a.   The brigade S2 conducts a threat evaluation with the assistance of the brigade staff, to include: [AN; FN-NTC, Bde INTEL OC].

        1)   ABE.

        2)   ADA LNO.

        3)   S3.

        4)   S1.

        5)   S4.

        6)   DS MI Co Cdr.

        7)   S3-Air.

        8)   Army AVN LNO.

        9)   ALO.

        10)   CHEMO.

        11)   FSO/targeting officer.

        12)   SO.

    c.   The brigade S2 and the brigade targeting officer identify type HVTs. [FM 34-130, p. 2-33].

6.   **The brigade S2 participates in the staff course of action analysis**. [See brigade CCF 18, Task 8; ARTEP 71-3-MTP, Task 71-3-2001/3].

    a.   The brigade S2 participates in war gaming and performs the following: [ARTEP 71-3-MTP, Task 71-3-2001/3; FM 34-130, Appendix A].

1) The brigade S2 provides prepared situation/event templates for each threat COA and uses war gaming to record, modify, and refine them. [ARTEP 71-3-MTP, Task 71-3-2001/3a; FM 34-130, Appendix A].

2) The brigade S2 doctrinally and accurately represents how the threat would fight and react to brigade actions. [ARTEP 71-3-MTP, Task 71-3-2001/3b; FM 34-130, Appendix A].

3) The brigade S2 and the targeting officer describe the location and activities of enemy HVTs. [FM 34-130, Appendix A].

4) The brigade S2 describes the threat actions that might prompt brigade actions, such as: [FM 34-130, Appendix A].

   a) Committing the reserve.

   b) Using attack helicopters or CAS.

   c) Artillery missions against enemy TAI.

   d) Employing scatterable mine fields.

   e) Shifting the main effort.

   f) Advancing to the next phase of the operation.

   g) Changing the overall mission.

   h) Requesting additional assets from higher headquarters.

5) The brigade S2 assists in listing advantages and disadvantages of COA analysis. [FM 34-130, Appendix A].

6) The brigade S2 assists in identifying DPs and recording entries in appropriate staff recording tools (i.e., DST, BOS synchronization matrix, and event templates). [ARTEP 71-3-MTP, Task 71-3-2001/3c&d; FM 34-130, Appendix A].

7) The brigade S2 coordinates with the DS MI company's CI team to conduct an analysis of the brigade's critical tactical capabilities to determine the brigade's vulnerabilities. [FN-INTEL School].

a) The brigade S2 with the S3 coordinates with CI team chief from the DS MI company to identify brigade force protection targets (e.g., key brigade targets within the brigade AO which are important to the success of the brigade mission). [FN-INTEL School; NTC, Bde INTEL OC].

b) The CI team chief provides brigade force risk assessment and OPSEC proposals to the brigade S2 and S3. [FN-INTEL School; NTC, Bde INTEL OC].

8) The brigade S2 continues analysis of force ratios with the brigade S3. [AN].

9) The brigade S2 provides an analysis of the reaction of the civilian population, refugee control, and collateral damage. [CALL Bulletin, No. 90-9, p. III-3].

b. The S2, as a result of war gaming, modifies or finalizes recommendations to the brigade staff and brigade commander about: [FM 34-130, Appendix A].

1) Brigade COA to recommend to the brigade commander.

2) NAIs that will locate and track HPTs, and includes them on the event template.

3) PIR to recommend to the brigade commander (PIR and IR with LTIOV).

4) The projected EPW capture rate to the MP platoon leader. [ARTEP 71-3-MTP, Task 71-3-1202/1b].

5) Specific planning information required by other staff members. [AN].

c. The brigade commander focuses the intelligence collection effort by providing: [FM 101-5 , p. 4-17].

1) Perceived ECOAs.

2) Restated mission.

3) Commander's intent.

4) Concept of operation.

5) Priorities.

6) The brigade timeline for planning.

7) CCIR. [FM 34-1, p. 2-19].

d. The brigade S2 and the brigade targeting officer plan and coordinate BDA requirements: [FM 34-1, p. 2-14].

1) The brigade commander decides which critical areas require BDA to determine operational success. .

2) The brigade S2 integrates the commander's BDA-related PIR into the collection plan.

3) The brigade S2 synchronizes the commander's BDA collection with the target engagement windows.

4) The brigade S2 plans so that BDA-related PIR is integrated into the targeting process.

5) The brigade FSO/targeting officer requests through the S2 the appropriate intelligence agency to determine damage assessment on selected targets. [ARTEP 71-3-MTP, Task 71-3-9003/3].

e. The brigade S2 section provides intelligence input to the brigade OPSEC plan. [ARTEP 71-3-MTP, Task 71-3-2011/2].

1) Coordinates with the division G2 to obtain enemy collection threat against brigade assets.

2) Obtains the current location of brigade maneuver elements from the S3.

3) Presents the S3 with an assessment of the vulnerability of brigade assets.

7. **The brigade S2 section prepares intelligence products and assists in OPORD preparation**. [ARTEP 71-3-MTP, Task 71-3-2002/2].

a. The brigade S2 section assists in preparing and disseminating the WARNO. [FM 101-5, p. 4-74].

b. The brigade S2 assists the brigade staff in finalizing the DST and synchronization matrix. [FM 34-130, Appendix A].

7) The brigade S2 uses the brigade commander's intent to finalize the collection plan to enable him to tell the commander: [FM 34-3, p. 1-8; CALL Compendium, p. 3-4, (no date)].

         a) Enemy type unit, types of equipment, and strength.

         b) Enemy locations/expected maneuver scheme.

         c) What kind of terrain the brigade can expect to find.

         d) Other mission-critical information as required by the brigade commander.

e. The brigade S2 coordinates with the brigade S3 and selected staff to synchronize intelligence assets: [FN-INTEL School].

    1) The S3 develops a five paragraph field order that includes the S2's recommendations for all collection assets and that addresses items such as: [FN-NTC, Bde INTEL OC].

         a) Artillery support and means.

         b) Logistics support and means.

         c) Guidance and support on ways and means of insertion and extraction.

         d) Signal support and guidance on SOI and nets.

         e) Reporting procedures.

    2) The brigade S3/S3-Air must coordinate UAV flight operations in the brigade and division airspace. [FN-INTEL School].

    3) The brigade S2 and brigade FSO/targeting officer and DS MI company commander coordinate on:

         a) The use of UAV to target HPT/HVT. [FN-INTEL School].

         b) The allocation of offensive EW systems. [FM 6-20-30, p. D-18].

         c) The systems and assets available for nonlethal attack. [FM 34-1. p. 2-21].

         d) Measures to perform BDA. [FM 6-20-10, p. 2-26].

    4) The brigade S2 and the DS MI company commander recommend to the S3: [FN-INTEL School].

      a) UAV missions to support surveillance of NAI and to satisfy brigade PIR.

      b) Employment criteria and missions for the CI team(s):

         (1) Targets.

         (2) Transportation means.

         (3) Communication means.

         (4) Points of contact throughout brigade and Bn TF areas.

      c) Missions and employment criteria for the interrogation team.

      d) Systems and assets available for nonlethal attack. [FM 34-1. p. 2-21].

5) The brigade ADA officer coordinates UAV flight information with air defense units. [FN-INTEL School].

6) The army AVN LNO coordinates with the brigade S2 to:

      a) Extract information pertinent to army aviation planning such as: [ARTEP 71-3-MTP, Tasks 71-3-7001/1f].

         (1) Target locations or objective.

         (2) Summary or synopsis of the IPB.

         (3) PIR.

      b) Coordinate UAV flight information with army aviation units. [FN-INTEL School].

f. The brigade S2 prepares the intelligence annex, detailing the following: [ARTEP 71-3-MTP, Task 71-3-2002/2; ARTEP 34-245-10-DRILL 3].

1) Summary of enemy situation. [ARTEP 71-3-MTP, Task 71-3-2002/2a; ARTEP 34-245-10- DRILL 3].

2) PIR and IR (focused on information the brigade commander needs to make key decisions and with LTIOV). [ARTEP 71-3-MTP, Task 71-3-2002/2b; ARTEP 34-245-10-DRILL 3].

      3)   Intelligence acquisition tasks. [ARTEP 71-3-MTP, Task 71-3-2002/2c; ARTEP 34-245-10-DRILL 3].

      4)   Measures for handling personnel, documents, and material. [ARTEP 71-3-MTP, Task 71-3-2002/2d; ARTEP 34-245-10-DRILL 3].

      5)   Documents and equipment required. [ARTEP 71-3-MTP, Task 71-3-2002/2e; ARTEP 34-245-10-DRILL 3].

      6)   CI. [ARTEP 71-3-MTP, Task 71-3-2002/2f; ARTEP 34-245-10-DRILL 3].

      7)   Reports and distribution. [ARTEP 34-245-10-DRILL 3].

      8)   Other instructions as required. [ARTEP 34-245-10-DRILL 3].

g.   The brigade S2 provides intelligence input to the brigade S3 for paragraph 1.a, "Situation: Enemy Forces," of the brigade OPORD. [AN].

h.   The brigade S2 coordinates for aerial intelligence support. [ARTEP 71-3-MTP, Task 71-3-2007].

j.   The brigade S2 section produces and continually updates selected products: [AN].

      1)   Intelligence estimate. [FM 34-80, pp. A-0 to A-29].

      2)   Intelligence annex to the OPORD. [FM 34-80, pp. A-0 to A-29].

      3)   Collection plan. [FM 34-80, pp. A-0 to A-29].

      4)   BDA requirements. [FM 34-1, p. 2-14].

      5)   Force protection intelligence. [FM 34-1, p. 2-13].

      6)   Terrain and weather overlays/matrices. [FM 34-8-2 Initial Draft Jan 95, p. B-1].

          a) The MCOO.

          b) Population status overlay.

          c) Key facilities and target overlay.

          d) Logistics sustainability overlay.

        e) Lines of communication overlay.

        f) Weather effects forecast matrix.

        g) Critical weather values matrix.

    7) Templates and associated matrices. [FM 34-8-2 Initial Draft Jan 95, p. B-1].

        a) Threat models.

        b) The ECOAs.

        c) Event templates/matrix.

        d) Intelligence information to support the S3's BOS synchronization matrix.

    8) Requests and reports. [FM 34-80, pp. A-0 to A-29; AN].

        a) Graphic intelligence summary (INTSUM) reports.

        b) The intelligence reports (INTREP).

        c) The tactical report (TACREP).

        d) The electronics intelligence requirement tasking message (ERTM).

        e) The request for intelligence information (RII).

        f) The response to request for intelligence information (RRII).

        g) The tactical electronic intelligence (TACELINT) reports.

        h) The electronic warfare requesting/tasking message (EWRTM).

  k. The brigade S2 completes the intelligence annex and submits it to the S3 for incorporation into the OPORD. [ARTEP 71-3-MTP, Task 71-3-2002/3].

9. **The brigade S2 updates and refines the intelligence plan**. [ARTEP 71-3-MTP, Task 71-3-2008/3].

  a. The brigade S2 continues to analyze and refine previously generated IPB and products. [ARTEP 71-3-MTP, 71-3-2008/3].

b. The brigade S2 processes preplanned tactical air reconnaissance requests IAW division and corps SOPs, with advice from the ALO. [ARTEP 71-3-MTP, 71-3-2007/2].

c. The brigade S2 assembles and provides the following for the brigade rehearsal: [AN].

    1) Current known enemy dispositions and activities.

    2) Situational template.

    3) Situational matrix.

    4) HVT list for most probable and most dangerous ECOAs.

    5) MCOO.

    6) Annex B, brigade OPORD.

    7) Reconnaissance and surveillance (R&S) plan and taskings.

    8) NAI identifications.

d. The brigade S2 attends backbriefs and rehearsals with the command group and ensures that refinements and adjustments directed by the brigade commander are incorporated into the intelligence plan and: [FM 71-123, p. 1-38].

    1) Provides an overall orientation to the terrain, obstacles, key features, weather, and light effects in the AI and the AO. [AN].

    2) Provides the initial input to the rehearsal by setting the enemy situation, forecast, and initial enemy move. [AN].

    3) Depicts enemy actions during the rehearsal using the action/reaction/ counteraction method. [AN].

    4) Monitors, overwatches, and inputs to the rehearsal of the R&S plan, implementation of NAIs, and incorporation of PIRs. [AN].

    5) Identifies and elicits intelligence reporting requirements, format, content, originator, recipient, and nets. [AN].

    6) Participates in the critique of the rehearsal, identifying any modifying or reinforcing intelligence requirements. [AN].

f. The brigade S2 proactively seeks information from higher and adjacent units and updates the intelligence plan. [ARTEP 71-3-MTP, Tasks 71-3-2003, 71-3-2004, 71-3-2005, 71-3-2006].

g. The brigade S2 continuously receives intelligence reports as a result of the collection plan, acquires information from other sources, updates the situation and event templates and other intelligence products, and updates and disseminates products as appropriate. [ARTEP 71-3-MTP, Tasks 71-3-2003, 71-3-2004, 71-3-2005, 71-3-2006].

h. The brigade S2 uses the abbreviated IPB process when time constraints preclude using the more detailed IPB process by: [FM 34-130, p. 2-53].

    1) Maintaining the current intelligence databases.

    2) Focusing on essentials.

    3) Staying objective oriented.

j. The brigade S2 updates and disseminates the situation template confirmed by reconnaissance just prior to the battle. [CALL Compendium, p. 3-4].

Outcome 2

Doctrinally complete and timely intelligence products that are integrated and coordinated and that enable the commander to be more precise in attacking the enemy.

Task Elements

1. **The brigade S2 section begins the IPB process upon receipt of the mission.** [ARTEP 71-3 MTP, Tasks 71-3-2001].

    a. The brigade commander focuses the staff development of the IPB by: [FM 34-8, p. 2-2].

        1) Providing his initial perception of the upcoming fight.

        2) Sharing all that he knows about the enemy situation.

        3) Articulating the critical information he needs to make combat decisions. [FN-BCTP, INTEL OC].

        4) Providing guidance during brigade staff backbriefs.

    b. The brigade S2 starts the IPB process and the intelligence estimate. [FM 101-5 , p. 4-15, 4-74, 4-75; FM 34-8, p. 2-2; ARTEP 71-3 MTP, Task 71-3-2001/1/2/4/5].

        1) The brigade S2 evaluates existing databases and identifies intelligence gaps. [FM 34-130, p. 2-7].

            a) The brigade S2 identifies and prioritizes gaps in current holdings.

            b) The brigade S2 identifies gaps that cannot be filled in the time available.

        2) The brigade S2 determines the amount of detail that is feasible to develop or acquire within the time available. [FM 34-130, p. 2-3].

        3) The brigade S2 prepares the intelligence estimate before the remainder of the staff completes its estimates. [FM 34-8, p. 2-5, ARTEP 71-3 MTP, Task 71-3-2001/5].

        4) The brigade S2 constantly integrates new information into the initial set of facts and assumptions. [FM 34-130, p. 2-7].

5) The brigade S2 conducts an initial map or ground reconnaissance (ground or map) of the AI, if possible. [FM 101-5 , p. 4-51].

6) The brigade S2 develops an intelligence database using the nine order of battle factors. [ARTEP 71-3 MTP, Task 71-3-2001/2d(1)].

7) The brigade S2 sets up an indication and warning tracking mechanism within the S2 section for different threat scenarios ranging from all-out ground attack to chemical attack to air raids. [CALL Newsletter, No. 90-8, p. 1-4].

c. The brigade S2 assists in staff mission analysis of the division WARNO, OPORD, or both. [ARTEP 71-3 MTP, Task 71-3-2001/1; FM 101-5, p. 4-11].

1) The brigade S2 identifies information which impacts the intelligence mission and resources.

a) The brigade S2 receives the mission and intent of the corps commander. [FM 101-5, p. 4-11].

b) The brigade S2 receives the mission and intent of the division commander. [FM 101-5, p. 4-11].

c) The brigade S2 determines intelligence-specified tasks and implied tasks. [ARTEP 71-3 MTP, Task 71-3-2001/1a; FM 101-5, p. 4-11].

d) The brigade S2 determines tentative intelligence-essential tasks that need to be accomplished to support the operation. [FM 101-5, p. 4-11].

e) The brigade S2 identifies available intelligence assets. [FM 101-5, p. 4-11].

f) The brigade S2 determines intelligence restrictions and constraints. [FM 101-5 p. 4-11].

g) The brigade S2 assists the brigade commander and S3 in determining acceptable risk levels. [FM 101-5, p. 4-11].

h) The brigade S2 contributes to the critical facts and assumptions determination performed by the brigade staff. [FM 101-5, p. 4-11].

i) The brigade S2 conducts an intelligence time analysis to prioritize intelligence requirements (LTIOV). [FM 101-5, p. 4-11].

j) The brigade S2 may contribute to the restated mission development. [ARTEP 71-3 MTP, Task 71-3-2001/1b; FM 101-5, p. 4-11].

k) The brigade S2 recommends and receives approval for the AI and AO determination. [ARTEP 71-3 MTP, Tasks 71-3-2001/1c/5c(2)].

l) The brigade S2 determines specific IRs. [ARTEP 71-3 MTP, Task 71-3-2005/1].

   (1) The brigade S2 identifies enemy activities and characteristics that will fulfill IRs.

   (2) The brigade S2 integrates IR into collection plan.

   (3) The brigade S2 develops SIR.

   (4) The brigade S2 forwards SIR (PIR and IR, with LTIOV noted), to the division G2.

   (5) The brigade S2 develops products to make everyone in the brigade knowledgeable of intelligence collection requirements. [CALL Bulletin, No. 90-4, p. 15].

2) The brigade S2 briefs the initial intelligence estimate to the brigade commander during the mission analysis briefing. [FM 34-8, p. 2-5, ARTEP 71-3 MTP, Tasks 71-3-2006/6; 71-3-2001].

3) The brigade S2 exchanges relevant, current threat situation and information with the brigade staff. [FM 34-130, p. 1-4; Bulletin, No. 90-9, p. III-3].

a) The DS MI company: [AN].

   (1) Acquires information from division and higher sources that is needed by the brigade. [FN-INTEL School].

   (2) Performs analysis of the brigade's critical tactical capabilities that the enemy might target conducted by the CI section. [FN-NTC, Bde INTEL OC].

b) The ABE uses the S2's threat models to develop threat options for the employment of obstacles or breaching equipment. [FM 34-130, p. 1-4, AN].

      c)   The brigade ADA officer uses the brigade S2's threat models as the basis for developing enemy air COA models and supporting templates and matrices. [FM 34-130, p. 1-4, AN].

      d)   The brigade S4 uses the S2's threat models to focus on the logistics support mission and prepare IPB products for his functional area. [FM 34-130, p. 1-4, AN].

      e)   The brigade CHEMO uses the S2's enemy threat models to show the enemy options for employing NBC weapons. [FM 34-130, p. 1-4, AN].

      f)   The brigade SO provides input and coordination to the brigade S2 regarding: [ARTEP 71-3 MTP, Task 71-3-1102/1b].

          (1)   Evaluation of MIJI reports and security violations.

          (2)   Planning, coordination, and staff supervision of COMSEC and SIGSEC.

          (3)   Use of signal activities in deception operations.

      g)   The brigade FSO and targeting officer use the S2's threat models to show the enemy options for employing indirect fire weapons. [AN - See CCF 15].

      h)   The brigade S3-Air uses the S2's threat models with the ADA officer as the basis for developing enemy air COA models. [AN].

      i)   The brigade S3 coordinates with the brigade S2 to develop estimates of initial force ratios. [AN].

d.   The brigade S2 assists in preparation of the initial WARNO. [ARTEP 71-3 MTP, Tasks 71-3-2006/6; 71-3-2001].

e.   The division G2 ACE pushes focused information required by the maneuver brigades to the appropriate brigade. [FN-BCBST, INTEL OT].

f.   The brigade S2 provides subordinate units with relevant, current threat situation and information. [FN-NTC, Bde INTEL OC].

g.   The brigade S2 section conducts IPB to plan the force security battle and reconnaissance/counter-reconnaissance operations. [ARTEP 71-3-MTP, Task 71-3-2010/2].

2.   **The brigade S2 defines the battlefield environment.** [FM 34-130, p. 2-2].

   a. The brigade S2 identifies significant characteristics of the environment consisting of: [FM 34-130, p. 2-3].

      1)   Geography, terrain, and weather of the area.

      2)   Population demographics (ethnic and religious groups, age distribution, income groups).

      3)   Political or socioeconomic factors.

      4)   Infrastructures, such as transportation or telecommunications.

      5)   ROE or legal restrictions such as international treaties or agreements.

      6)   Threat forces and their capabilities, in general terms.

   b. The brigade S2 identifies the limits of the AO. [FM 34-130, p. 2-4; ARTEP 71-3 MTP, Task 71-3-2001/5c(2)].

      1)   Ground AO.

      2)   Air AO.

      3)   Water AO.

   c. The brigade S2 establishes the limits of the AI. [FM 34-130, p. 2-4].

      1)   Ground AI.

      2)   Air AI.

      3)   Water AI.

      4)   The brigade S2 evaluates the AI considering: [ARTEP 71-3 MTP, Task 71-3-2001/2a].

         a) Width.

         b) Depth.

         c) Airspace.

        d) Time.

d. The brigade S2 directs the collection of the materials and intelligence required to conduct the remainder of the IPB. [FM 34-130, p. 2-7].

e. The brigade S2 continues to develop and update the PIR and IR. [FM 34-130, p. 2-7; AN].

f. The brigade S2 refines division IPB products as appropriate. [FM 34-130, p. 2-7; AN].

3. **The brigade S2 describes the battlefield effects.** [FM 34-130, p. 2-7].

a. The brigade S2 conducts terrain analysis. [FM 34-130, p. 2-8 except where noted].

    1)   The brigade S2 conducts a ground/terrain reconnaissance if at all possible.
    2)   The brigade S2 obtains any products available from the engineer terrain detachment.

    3)   The brigade S2 specifically includes the following in the analysis of military aspects of terrain: [ARTEP 71-3 MTP, Task 71-3-2001/2b].

        a) Terrain profile (line of sight), from TerraBase products provided by the ABE. [ARTEP 71-3 MTP, Task 71-3-2001/2b(2)].

        b) Vegetation. [ARTEP 71-3 MTP, Task 71-3-2001/2b(3)].

        c) Lines of communication and transportation. [ARTEP 71-3 MTP, Task 71-3-2001/2b(4)].

        d) Trafficability. [ARTEP 71-3 MTP, Task 71-3-2001/2b(5)].

    4)   The brigade S2 coordinates with the rest of the brigade staff in evaluating effects of terrain on air and ground operations. [FN-NTC, Bde INTEL OC].

        a) The ABE assists the brigade S2 in evaluating the effects of terrain on ground operations: [ARTEP 71-3 MTP, Task 71-3-8001/2].

            (1) The ABE coordinates with the brigade S2 to identify avenues of approach.

      (a)   The ABE determines the tactical merits of each avenue of approach.

      (b)   The ABE determines the potential problems for confirmed avenues of approach.

  (2)   The ABE reviews information available on the enemy-likely COAs and engineer capabilities.

  (3)   The ABE performs the mobility analysis from both the brigade and enemy points of view considering:

      (a)   Observation and fields of fire.

      (b)   Cover and concealment.

      (c)   Obstacles.

      (d)   Key terrain.

      (e)   Adequacy of maneuver space.

      (f)   Ease of movement.

b) The brigade ADA officer evaluates the effects of terrain on enemy air COA models and supporting templates and matrices. [FM 34-130, p. 1-4].

c) The brigade S4 evaluates the effects of terrain on the logistics support mission and prepares IPB products for his functional area. [FM 34-130, p. 1-4].

d) The brigade CHEMO evaluates the effects of terrain on the options for employing NBC weapons. [FM 34-130, p. 1-4].

e) The BSO evaluates the effects of terrain on brigade and enemy: [ARTEP 71-3 MTP, Task 71-3-1102/1b].

  (1)   MIJI.

  (2)   Planning, coordination, and staff supervision of COMSEC and SIGSEC.

  (3)   Use of signal activities of deception operations.

f) The brigade FSO/targeting officer evaluates the effects of terrain on the brigade and enemy options for employing indirect fire weapons. [AN - See CCF 15].

g) The S3-Air with the ADA officer evaluates the effects of terrain on brigade and enemy air COA models. [AN].

5) The brigade S2 describes results of evaluation by identifying areas of the battlefield that favor, disfavor, or do not affect each COA and relates the analysis to the terrain's effects on the broad COAs available to threat and brigade forces by identifying the areas best suited for use as potential: [FM 34-130, p. 2-8].

a) EAs and ambush sites.

b) Battle positions.

c) Immediate or intermediate objectives.

d) Obstacle sites. [AN].

e) Reserve positions. [AN].

f) Artillery firing positions. [AN].

g) Brigade commander specified AIs. [AN].

6) The brigade S2, as time permits or as the situation requires, also identifies potential: [FM 34-130, p. 2-8].

a) Assembly and dispersal areas.

b) Observation posts.

c) Air defense systems positions.

d) Intelligence and target acquisition system positions.

e) Forward arming and refuel points (FARPs).

f) LZs or DZs.

g) Infiltration lanes.

b. The brigade S2 conducts weather analysis. [FM 34-130, p. 2-23; ARTEP 71-3 MTP, Task 71-3-2001/2c].

1) The brigade S2 considers the impact of weather on terrain and trafficability. [ARTEP 71-3 MTP, Task 71-3-2001/2c].

2) The brigade S2 analyzes the military aspects of weather. [FM 34-130, p. 2-23].

a) The brigade S2 determines visibility (including fog and cloud cover) and light data and analyzes the effect on operations.

b) The brigade S2 determines wind speed and direction and analyzes effects on operations.

c) The brigade S2 evaluates precipitation data and determines effects on operations.

d) The brigade S2 evaluates cloud cover data and determines effects on operations.

e) The brigade S2 evaluates temperature and humidity and determines effect on operations.

3) The brigade S2 coordinates with the rest of the brigade staff in evaluating weather effects on air and ground operations. [FN-NTC, Bde INTEL OC].

a) The ABE evaluates the effects of weather on ground operations. [ARTEP 71-3 MTP, Task 71-3-8001/2].

(1) The ABE reviews information available on the enemy-likely COAs and engineer capabilities.

(2) The ABE determines the potential problems for confirmed avenues of approach.

(3) The ABE performs the mobility analysis from both the brigade and enemy points of view, considering:

(a) Observation and fields of fire.

(b) Cover and concealment.

        (c)   Obstacles.

        (d)   Key terrain.

        (e)   Adequacy of maneuver space.

        (f)   Ease of movement.

b) The brigade ADA officer evaluates the effects of weather on enemy air COA models and supporting templates and matrices. [FM 34-130, p. 1-4].

c) The brigade S4 evaluates the effects of weather on the logistics support mission and prepares IPB products for his functional area. [FM 34-130, p. 1-4].

d) The brigade CHEMO evaluates the effects of weather on the options for employing NBC weapons. [FM 34-130, p. 1-4].

e) The BSO evaluates the effects of weather on brigade and enemy: [ARTEP 71-3 MTP, Task 71-3-1102/1b].

    (1)   MIJI.

    (2)   Planning, coordination, and staff supervision of COMSEC and SIGSEC.

    (3)   Use of signal activities of deception operations.

f) The brigade FSO/targeting officer evaluates the effects of weather on the brigade and enemy options for employing indirect fire weapons. [AN - Bde TA of CCF 15].

g) The S3-Air evaluates with the brigade ADA officer the effects of weather on brigade and enemy air COA models. [AN].

4) The brigade S2 evaluates the weather's effects on military operations. [FM 34-130, p. 2-24].

a) The brigade S2 considers both direct and indirect effects.

b) The brigade S2 revises the effects of weather upon terrain analysis as the weather changes.

  c) The brigade S2 evaluates the direct effects of weather on:

   (1) Personnel.

   (2) Specific types of equipment and systems.

   (3) Types of military operations, to include positioning of fires.

c. The brigade S2 conducts analysis of other characteristics of the battlefield and includes all aspects of the battlefield environment that affect brigade or threat COAs not already incorporated into the terrain and weather analysis to include: [FM 34-130, p. 2-26].

  1) Effects of logistics infrastructure.

  2) Effects of population demographics.

  3) Other considerations as appropriate.

d. The brigade S2 describes the battlefield effects on threat and brigade capabilities and broad COAs. [FM 34-130, p. 2-28].

  1) The brigade S2 depicts the results of terrain analysis in one of the following formats: [FM 34-130, p. 2-29].

   a) Analysis of the AO.

   b) Intelligence estimate.

   c) Graphic products that will aid the staff in the completion of their own estimates and plans.

  2) The brigade S2 constructs and maintains a MCOO which starts with the combined obstacle overlay provided by the ABE, and adds: [ARTEP 71-3 MTP, Task 71-3-2001/2b(6)].

   a) Cross-country mobility classifications.

   b) Avenues of approach and mobility corridors.

   c) Counter-mobility corridors.

        d) Defensible terrain.

        e) EAs.

        f) Key terrain.

    3) The brigade S2 distributes the graphic products developed during analysis and evaluation as needed to support the remainder of the staff and other commands in their own IPB and planning efforts. [FM 34-130, p. 2-29].

4. **The brigade S2 evaluates the threat**. [FM 34-130, p. 2-29].

  a. The brigade S2 conducts a threat evaluation with the assistance of the brigade staff, to include: [AN; FN-NTC, Bde INTEL OC].

    1) ABE.

    2) ADA LNO.

    3) Brigade S3.

    4) Brigade S1.

    5) Brigade S4.

    6) DS MI Co Cdr.

    7) Brigade S3-Air.

    8) Army AVN LNO.

    9) ALO.

    10) CHEMO.

    11) FSO/targeting officer.

    12) Brigade SO.

  b. The brigade S2 develops doctrinal templates portraying how the threat would potentially fight on the defined battlefield. [ARTEP 71-3 MTP, Task 71-3-2001/2d(2)].

c. The brigade S2 and the brigade targeting officer identifies type HVTs. [FM 34-130, p. 2-33].

d. The brigade S2 identifies threat capabilities that can influence accomplishment of the brigade mission. [FM 34-130, p.2-36].

    1) The brigade S2 identifies those broad threat COAs that the threat could choose, such as: [FM 34-130, p. 2-36].

        a) Attack.

        b) Defend.

        c) Reinforce.

        d) Conduct a retrograde.

    2) The brigade S2 identifies other capabilities that support broad threat COAs or specific types of operations, such as: [FM 34-130, p. 2-37].

        a) Use of NBC weapons.

        b) Use of supporting air assets (CAS).

        c) Intelligence collection.

        d) Use of EW.

        e) Engineer operations.

        f) Air assault or airborne operations.

        g) Amphibious operations.

        h) Riverine operations.

        i) PSYOPS.

        j) Deception operations.

e. The brigade S2 uses all available intelligence sources in evaluating threat capabilities and focuses on each item to address the impact on the threat capability. [FM 34-130, p. 2-37].

1) The brigade S2 uses OB files for the particular threat force being evaluated.

2) The brigade S2 addresses additional threat strengths or weaknesses caused by the current situation.

3) The brigade S2 addresses the threat's ability to operate in limited visibility.

4) The brigade S2 addresses the threat training level.

5) The brigade S2 addresses the effects of time on threat capabilities.

6) The brigade S2 states explicitly when time or some other factor is a critical element that impacts on the threat capability.

5. **The brigade S2 determines threat courses of action**. [FM 34-130, p. 2-39].

a. The brigade S2 focuses on the total environment's effects on COAs available to both brigade and threat forces. [FM 34-130, p. 2-28].

1) The brigade S2 evaluates effects on threat COAs considering the mission, intent, and capabilities of the threat that the brigade is facing.

2) The brigade S2 evaluates the battlefield completely from the perspective of the threat.

b. The brigade S2 expresses the evaluation in terms of ECOAs. [FM 34-130, p. 2-29].

c. The brigade S2 identifies the threat's likely objectives and desired end state. [FM 34-130, p. 2-40].

d. The brigade S2 identifies the full set of rational courses of action available to threat forces. [FM 34-130, p. 2-41].

1) The brigade S2 considers at a minimum:

a) The COAs the threat's doctrine describes as appropriate to the current situation and objectives identified.

b) Threat COAs which would significantly affect the brigade's mission.

c) Indirect and "wildcard" COAs.

        d) Threat COAs indicated by recent activities and events.

    2)   The brigade S2 ECOAs meet five criteria:

        a) Suitability.

        b) Feasibility.

        c) Acceptability.

        d) Uniqueness.

        e) Consistency with threat doctrine.

e. The brigade S2 develops each COA in the amount of detail that time allows. [FM 34-130, Chap 2, p. 2-44].

    1)   The brigade S2 ensures that each COA addresses five questions: [FM 34-130, Chap 2, p. 2-44].

        a) What type of operation?

        b) When (time) the operation will begin?

        c) Where to include sectors, zones, avenues of approach?

        d) How (method) the threat will employ assets; dispositions, location of main effort, and scheme of maneuver?

        e) Why? (the objective or end state the threat intends to achieve)

    2)   The brigade S2 develops threat COAs that include the following: [ARTEP 71-3 MTP, Task 71-3-2001/2d(3); FM 34-130, p. 2-45].

        a) A situation template for each threat COA being considered.

        b) A description of the COA and options.

        c) A listing of HVTs.

f. The brigade S2 evaluates and prioritizes each COA. [FM 34-130, p. 2-44].

1) The brigade S2 analyzes each COA to identify strengths and weaknesses, centers of gravity, and decision points.

2) The brigade S2 evaluates each COA against the suitability, feasibility, acceptability, and doctrine consistency criteria.

3) The brigade S2 evaluates each COA for how well it takes advantage of the battlefield environment.

4) The brigade S2 compares each COA against the others to determine if the threat is more likely to adopt one over the other.

5) The brigade S2 considers that the threat may select a second or third COA while attempting a deception portraying acceptance of the best COA.

6) The brigade S2 analyzes recent activity for indications that a COA is already being adopted.

7) The brigade S2 uses judgment to rank order threat COAs.

g. The brigade S2 identifies initial collection requirements. [FM 34-130, p. 2-50].

1) The brigade S2 identifies potential areas or activities (NAI) which when threat operations occur and brigade forces observe them, will reveal the threat COA.

2) The brigade S2 consolidates all NAIs on one event template.

3) The brigade S2 develops an event matrix with all NAIs and indicators.

4) The brigade S2 refines the event matrix during the staff war gaming and the targeting process.

5) The brigade S2 integrates the brigade commander's BDA related PIR into collection requirements. [FM 34-1, p. 2-14].

f. The brigade S2 develops the minimum essential IPB products with "good enough" detail that includes: [FM 34-130, p. 2-53].

1) A "set" of situational templates (one for each COA: most dangerous - most likely).

2) Event template and matrix.

6. **The brigade S2 participates in the staff course of action analysis**. [See brigade CCF 18, Task 8; ARTEP 71-3-MTP, Task 71-3-2001/3].

    a. The brigade S2 participates in war gaming and performs the following: [ARTEP 71-3-MTP, Task 71-3-2001/3; FM 34-130, Appendix A].

        1) The brigade S2 provides prepared situation/event templates for each threat COA and uses war gaming to record, modify, and refine them. [ARTEP 71-3-MTP, Task 71-3-2001/3a; FM 34-130, Appendix A].

        2) The brigade S2 doctrinally and accurately represents how the threat would fight and react to brigade actions. [ARTEP 71-3-MTP, Task 71-3-2001/3b; FM 34-130, Appendix A].

        3) The brigade S2 and the targeting officer describe the location and activities of enemy HVTs. [FM 34-130, Appendix A].

        4) The brigade S2 describes the threat actions that might prompt brigade actions, such as: [FM 34-130, Appendix A].

            a) Committing the reserve.

            b) Using attack helicopters or close air support.

            c) Artillery missions against enemy target areas of interest (TAI).

            d) Employing scatterable mine fields.

            e) Shifting the main effort.

            f) Advancing to the next phase of the operation.

            g) Changing the overall mission.

            h) Requesting additional assets from higher headquarters.

        5) The brigade S2 assists in listing advantages and disadvantages of COA analysis. [FM 34-130, Appendix A].

        6) The brigade S2 assists in identifying DPs and recording entries in appropriate staff recording tools (i.e., DST, BOS synchronization matrix, and event templates). [ARTEP 71-3-MTP, Task 71-3-2001/3c&d; FM 34-130, Appendix A].

7) The brigade S2 coordinates with the DS MI company's CI team to conduct an analysis of the brigade's critical tactical capabilities to determine the brigade's vulnerabilities. [FN-INTEL School].

    a) The brigade S2 with the S3 coordinates with the CI team chief from the DS MI company to identify brigade force protection targets (e.g., key brigade targets within the brigade AO which are important to the success of the brigade mission). [FN-INTEL School; NTC, Bde INTEL OC].

    b) The CI team chief provides brigade force risk assessment and OPSEC proposals to the brigade S2 and S3. [FN-INTEL School; NTC, Bde INTEL OC].

8) The brigade S2 continues analysis of force ratios with the brigade S3. [AN].

9) The brigade S2 provides an analysis of the reaction of the civilian population, refugee control, and collateral damage. [CALL Bulletin, No. 90-9, p. III-3].

b. The S2, as a result of war gaming, modifies or finalizes recommendations to the brigade staff and brigade commander about: [FM 34-130, Appendix A].

1) Brigade COA to recommend to the brigade commander.

2) NAIs that will locate and track HPTs, and includes them on the event template.

3) PIR to recommend to the brigade commander (PIR and IR with LTIOV).

4) The projected EPW capture rate to the MP platoon leader. [ARTEP 71-3-MTP, Task 71-3-1202/1b].

5) Specific planning information required by other staff members. [AN].

c. The brigade commander focuses the intelligence collection effort by providing: [FM 101-5 , p. 4-17].

1) Perceived ECOAs.

2) Restated mission.

3) Commander's intent.

4) Concept of operation.

5) Priorities.

6) The brigade timeline for planning.

7) CCIR. [FM 34-1, p. 2-19].

d. The brigade S2 and the brigade targeting officer plan and coordinate BDA requirements: [FM 34-1, p. 2-14].

1) The brigade commander decides which critical areas require BDA to determine operational success.

2) The brigade S2 integrates the commander's BDA-related PIR into the collection plan.

3) The brigade S2 synchronizes the commander's BDA collection with the target engagement windows.

4) The brigade S2 plans so that BDA-related PIR is integrated into the targeting process.

5) The brigade FSO/targeting officer requests through the S2 the appropriate intelligence agency to determine damage assessment on selected targets. [ARTEP 71-3-MTP, Task 71-3-9003/3].

e. The brigade S2 section provides intelligence input to the brigade OPSEC plan. [ARTEP 71-3-MTP, Task 71-3-2011/2].

1) Coordinates with the division G2 to obtain enemy collection threat against brigade assets.

2) Obtains the current location of brigade maneuver elements from the S3.

3) Presents the S3 with an assessment of the vulnerability of brigade assets.

7. **The brigade S2 section prepares intelligence products and assists in OPORD preparation.** [ARTEP 71-3-MTP, Task 71-3-2002/2].

a. The brigade S2 section assists in preparing and disseminating the WARNO. [FM 101-5, p. 4-74].

b. The brigade S2 assists the brigade staff in finalizing the DST and synchronization matrix. [FM 34-130, Appendix A].

c. The brigade S2 updates the situation templates. [FM 34-130, Appendix A, p. A4].

d. The brigade S2 finalizes the collection plan. [FM 34-2, p. 3-10 to 3-16].

   1) The brigade S2 evaluates resources.

   2) The brigade S2 develops a collection strategy:

      a) The brigade S2 selects resources to task, request support from, and recommend taskings to the S3.

      b) The brigade S2 synchronizes collection to requirements via the intelligence synchronization matrix.

   3) The brigade S2 develops specific orders and requests (SOR) sets.

   4) The brigade S2 prioritizes SOR for collection assets.

   5) The brigade S2 includes collection plan taskings for the DS MI company. [FN-INTEL School; NTC, Bde INTEL OC].

   6) The brigade S2 includes collection plan taskings for attached and/or OPCON collection assets. [FN-INTEL School; NTC, Bde INTEL OC].

   7) The brigade S2 uses the brigade commander's intent to finalize the collection plan to enable him to tell the commander: [FM 34-3, p. 1-8; CALL Compendium, p. 3-4, no date].

      a) Enemy type unit, types of equipment, and strength.

      b) Enemy locations/expected maneuver scheme.

      c) Terrain upon which the brigade can expect to fight.

      d) Other mission-critical information, as required, by the brigade commander.

e. The brigade S2 coordinates with the brigade S3 and selected staff to synchronize intelligence assets: [FN-INTEL School].

   1) The S3 develops a five-paragraph field order that includes the S2's recommendations for all collection assets and that addresses items such as: [FN-NTC, Bde INTEL OC].

       a) Artillery support and means.

       b) Logistics support and means.

       c) Guidance and support on ways and means of insertion and extraction.

       d) Signal support and guidance on signal operations instructions (SOI) and nets.

       e) Reporting procedures.

2)   The brigade S3/S3-Air must coordinate UAV flight operations in the brigade and division airspace. [FN-INTEL School].

3)   The brigade S2 and brigade FSO/targeting officer and DS MI company commander coordinate on:

       a) The use of UAV to target HPT/HVT. [FN-INTEL School].

       b) The allocation of offensive EW systems. [FM 6-20-30, p. D-18].

       c) The systems and assets available for nonlethal attack. [FM 34-1. p. 2-21].

       d) Measures to perform BDA. [FM 6-20-10, p. 2-26].

4)   The brigade S2 and the DS MI company commander recommend to the S3: [FN-INTEL School].

       a) UAV missions to support surveillance of NAI and to satisfy brigade PIR.

       b) Employment criteria and missions for the CI team(s):

           (1) Targets.

           (2) Transportation means.

           (3) Communication means.

           (4) Points of contact throughout brigade and Bn TF areas.

       c) Missions and employment criteria for the interrogation team.

d) Systems and assets available for nonlethal attack. [FM 34-1. p. 2-21].

5) The brigade ADA officer coordinates UAV flight information with air defense units. [FN-INTEL School].

6) The army AVN LNO coordinates with the brigade S2 to:

a) Extract information pertinent to army aviation planning such as: [ARTEP 71-3-MTP, Tasks 71-3-7001/1f].

(1) Target locations or objective.

(2) Summary or synopsis of the IPB.

(3) PIR.

b) Coordinate UAV flight information with Army aviation units. [FN-INTEL School].

f. The brigade S2 prepares the intelligence annex, detailing the following: [ARTEP 71-3-MTP, Task 71-3-2002/2; ARTEP 34-245-10-DRILL 3].

1) Summary of enemy situation. [ARTEP 71-3-MTP, Task 71-3-2002/2a; ARTEP 34-245-10- DRILL 3].

2) PIR and IR (focused on information the brigade commander needs to make key decisions and with LTIOV). [ARTEP 71-3-MTP, Task 71-3-2002/2b; ARTEP 34-245-10-DRILL 3].

3) Intelligence acquisition tasks. [ARTEP 71-3-MTP, Task 71-3-2002/2c; ARTEP 34-245-10-DRILL 3].

4) Measures for handling personnel, documents, and material. [ARTEP 71-3-MTP, Task 71-3-2002/2d; ARTEP 34-245-10-DRILL 3].

5) Documents and equipment required. [ARTEP 71-3-MTP, Task 71-3-2002/2e; ARTEP 34-245-10-DRILL 3].

6) CI. [ARTEP 71-3-MTP, Task 71-3-2002/2f; ARTEP 34-245-10-DRILL 3].

7) Reports and distribution. [ARTEP 34-245-10-DRILL 3].

8) Other instructions as required. [ARTEP 34-245-10-DRILL 3].

g. The brigade S2 provides intelligence input to the brigade S3 for paragraph 1.a, "Situation: Enemy Forces," of the brigade OPORD. [AN].

h The brigade S2 coordinates for aerial intelligence support. [ARTEP 71-3-MTP, Task 71-3-2007].

i. The brigade S2 section finalizes the security plan. [ARTEP 71-3-MTP, Task 71-3-2011/1].

    1) The brigade S2 section develops physical security requirements to support brigade elements to include:

        a) Water points.

        b) The brigade support area (BSA).

        c) Communications.

        d) Brigade CP access (e.g., personnel access rosters).

    2) The brigade S2 section develops a security program for handling, storage, safeguarding, and destruction of classified material.

        a) Includes emergency and day-to-day operations.

        b) Ensures that program is manageable.

    3) The brigade S2 section incorporates appropriate portions of the security plan in the brigade OPORD.

    4) The brigade S2 section ensures that the plan includes applicable brigade TSOP requirements and procedures.

j. The brigade S2 section produces and continually updates selected products: [AN].

    1) Intelligence estimate. [FM 34-80, pp. A-0 to A-29].

    2) Intelligence annex to the OPORD. [FM 34-80, pp. A-0 to A-29].

    3) Collection plan. [FM 34-80, pp. A-0 to A-29].

    4) BDA requirements. [FM 34-1, p. 2-14].

5) Force protection intelligence. [FM 34-1, p. 2-13].

6) Terrain and weather overlays/matrices. [FM 34-8-2 Initial Draft Jan 95, p. B-1].

   a) The MCOO.

   b) Population status overlay.

   c) Key facilities and target overlay.

   d) Logistics sustainability overlay.

   e) Lines of communication overlay.

   f) Weather effects forecast matrix.

   g) Critical weather values matrix.

7) Templates and associated matrices. [FM 34-8-2 Initial Draft Jan 95, p. B-1].

   a) Threat models.

   b) The ECOAs.

   c) Event templates/matrix.

   d) Intelligence information to support the S3's BOS synchronization matrix.

8) Requests and reports. [FM 34-80, pp. A-0 to A-29; AN].

   a) Graphic INTSUM reports.

   b) The INTREP reports.

   c) The TACREP reports.

   d) The ERTM.

   e) The RII.

   f) The RRII.

        g) The TACELINT reports.

        h) The EWRTM.

    k. The brigade S2 completes the intelligence annex and submits it to the S3 for incorporation into the OPORD. [ARTEP 71-3-MTP, Task 71-3-2002/3].

8.   **The brigade S2 section assists in issuing and briefing the OPORD.** [ARTEP 71-3-MTP, Task 71-3-2006/7].

    a. The brigade S2 prepares sketch charts for visual presentation of intelligence information during the OPORD brief. [FM 71-123, p. 1-12; FM 101-5, p. 4-59].

    b. The brigade S2 ensures that all key participants (per TSOP) receive appropriate brigade S2 products. [FM 71-123, p. 1-12; FM 101-5, p. 4-59].

        1)   The brigade S2 ensures that the DS MI company has and understands the brigade PIR. [FN-INTEL School].

        2)   The brigade S2 ensures that all collectors have and understand the brigade PIR. [FN-NTC, Bde INTEL OC].

    c. The brigade S2 briefs the most current enemy situation and intentions. [FM 71-123, p. 1-12; FM 101-5, p. 4-59].

    d. The brigade S2 briefs the collection plan. [FM 71-123, p. 1-12; FM 101-5, p. 4-59)].

    e. The brigade S2 should address PIR during the OPORD brief. [CALL Compendium, p. 3-4].

    f. The brigade S2 conducts final coordination with brigade staff, subordinate unit commanders, and staff to ensure understanding of intelligence plan and products. [FM 71-123, p. 1-12; FM 101-5, p. 4-59].

9.   **The brigade S2 updates and refines the intelligence plan.** [ARTEP 71-3-MTP, Task 71-3-2008/3].

    a. The brigade S2 continues to analyze and refine previously generated IPB and products. [ARTEP 71-3-MTP, 71-3-2008/3].

    b. The brigade S2 processes preplanned tactical air reconnaissance requests IAW division and corps SOPs, with advice from the ALO. [ARTEP 71-3-MTP, 71-3-2007/2].

c. The brigade S2 assembles and provides the following for the brigade rehearsal: [AN].

    1) Current known enemy dispositions and activities.

    2) Situational template.

    3) Situational matrix.

    4) HVT list for most probable and most dangerous ECOAs.

    5) MCOO.

    6) Annex B, brigade OPORD.

    7) R&S plan and taskings.

    8) NAI identifications.

d. The brigade S2 attends backbriefs and rehearsals with the command group and ensures that refinements and adjustments directed by the brigade commander are incorporated into the intelligence plan and: [FM 71-123, p. 1-38].

    1) Provides an overall orientation to the terrain, obstacles, key features, and weather and light effects in the AI and the AO. [AN].

    2) Provides the initial input to the rehearsal by setting the enemy situation, forecast, and initial enemy move. [AN].

    3) Depicts enemy actions during the rehearsal using the action/reaction/ counteraction method. [AN].

    4) Monitors, overwatches, and inputs to the rehearsal of the reconnaissance and surveillance plan, implementation of NAIs, and incorporation of PIRs. [AN].

    5) Identifies and elicits intelligence reporting requirements, format, content, originator, recipient, and nets. [AN].

    6) Participates in the critique of the rehearsal, identifying any modifying or reinforcing intelligence requirements. [AN].

e. The brigade S2 proactively seeks information from higher and adjacent units and updates the intelligence plan. [ARTEP 71-3-MTP, Tasks 71-3-2003, 71-3-2004, 71-3-2005, 71-3-2006].

f. The brigade S2 continuously receives intelligence reports as a result of the collection plan, acquires information from other sources, updates the situation and event templates and other intelligence products, and updates and disseminates products as appropriate. [ARTEP 71-3-MTP, Tasks 71-3-2003, 71-3-2004, 71-3-2005, 71-3-2006].

g. The brigade S2 uses the abbreviated IPB process when time constraints preclude using the more detailed IPB process by: [FM 34-130, p. 2-53].

    1) Maintaining the current intelligence databases.

    2) Focusing on essentials.

    3) Staying objective oriented.

h. The brigade S2 periodically directs the DS MI company to conduct force protection reviews. [FM 34-1, p. 2-14].

i. The brigade S2 must update and disseminate the situation template confirmed by reconnaissance just prior to the battle. [CALL Compendium, p. 3-4].

Task Analysis
for

Collect Information
(Critical Combat Function 2)

As accomplished by a Brigade

PURPOSE AND OUTCOMES
COLLECT INFORMATION (BRIGADE CCF 2)

This subcomponent identifies what the CCF is supposed to accomplish overall, which we term as the purpose. This subcomponent also identifies the end states or bottom line results necessary to achieve the purpose, which we term outcomes. As a consequence, this subcomponent of the analysis defines the end states that performance of the tasks will accomplish.

PURPOSE

To acquire and collect timely, relevant and accurate intelligence information through the continuous and proactive use of all available resources, as guided by the brigade collection plan.

OUTCOMES

1. Required intelligence information is collected in a timely manner to ensure that intelligence is accurate, complete, and relevant.

2. Required intelligence information is passed from the subordinate and supporting elements to the brigade S2 or brigade headquarters for subsequent processing.

3. Brigade collection assets survive and provide continuous intelligence information to the brigade.

4. Time-sensitive critical intelligence information is passed immediately to appropriate brigade elements.

FLOW CHART (PLAN, PREPARE, EXECUTE)
COLLECT INFORMATION (BRIGADE CCF 2)

This subcomponent provides a graphical/pictorial description of CCF tasks as they are sequenced within the framework of tactical battle phases (e.g., planning, preparation, execution). The purpose of this subcomponent is to describe: the flow of tasks during each battle phase; vertical task linkages (to higher and lower echelon units) and horizontal task linkages (to other CCF tasks for the echelon being analyzed); and to depict information input and output which affect each task. Although the sequencing of tasks throughout each battle phase is intended to reflect the flow of tasks, tasks may be performed concurrently or may overlap with preceding or subsequent tasks.

Each echelon is described by the echelon on the left of the flow chart; a horizontal line depicts the flow of tasks by sequence, reading left to right. The horizontal line for the echelon being analyzed is thicker than all other echelon horizontal lines.

Tasks from the CCF task list are applied to the echelon line in the sequence in which they occur. The tasks are depicted in a task box. Inside and to the upper left of each task box is placed the task number of the appropriate task as listed in the task list.

The linkages of tasks, both vertically and horizontally, are depicted with lines. Arrowheads are placed on lines to depict linkages or interaction with other tasks. The linkage or interaction between these tasks is detailed in the task list.

Figure 17 illustrates the Bn or Bn TF task contributing to or otherwise supporting the Bde task.
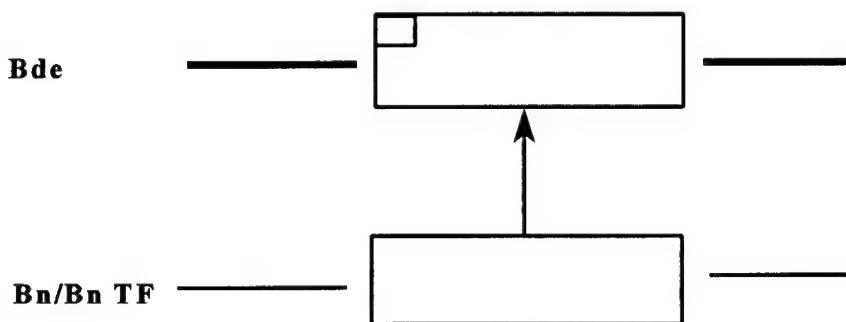
Figure 17. Battalion or battalion task force task supporting the brigade task.

Figure 18 illustrates the Bde task contributing to or otherwise supporting the Bn or Bn TF task.
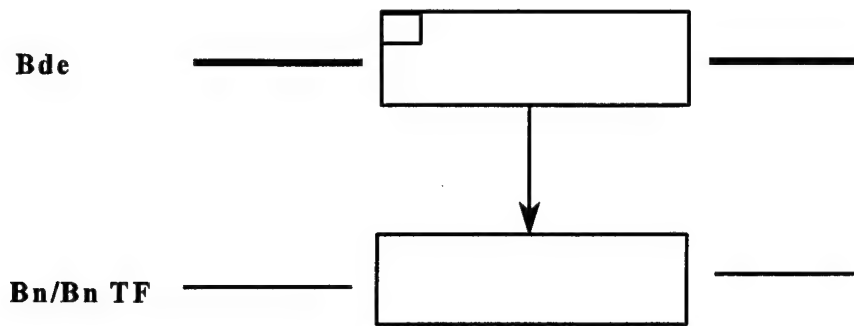
Figure 18. Brigade task supporting the battalion or battalion task force task.

Figure 19 illustrates both Bde and Bn or Bn TF tasks contributing to or otherwise interacting with each other.
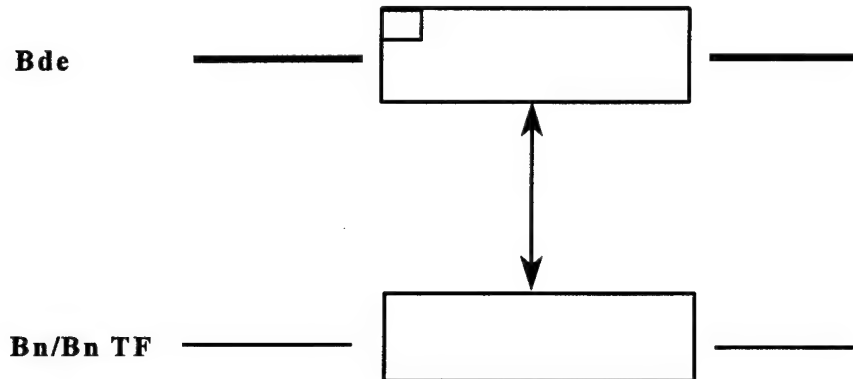
Figure 19. Brigade and battalion or battalion task force tasks interacting with each other.

Lines with no arrowheads reflect a task and its subordinate sub-tasks. Figure 20 illustrates this association.
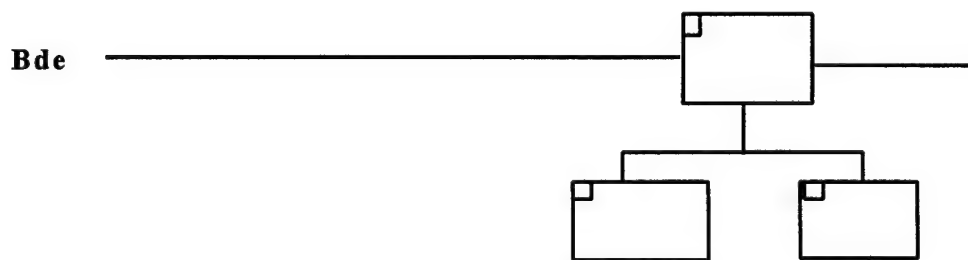
Figure 20. Example of a task and its subordinate sub-tasks.

Inputs and/or outputs, as contained in the Key Inputs and Outputs subcomponent (section 5) of this CCF TA are also reflected on the flow charts. The relevant input and/or output letter listed in the Key Inputs and Outputs subcomponent is listed on the outside upper right of the task box. Information input and output for each relevant task is depicted to demonstrate input information which is required to perform the task and output information which is produced as a result of performing the task. Figure 21 illustrates how inputs and outputs are depicted.

Bde
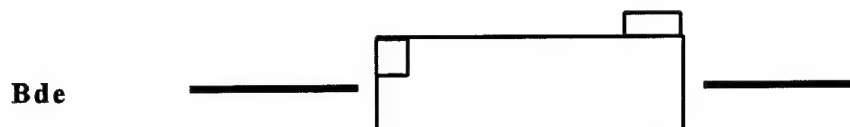
Figure 21. Example of how inputs and outputs are depicted.

The TSOPs are depicted on the flow charts. Although TSOPs are inputs, they are relevant to the performance of all tasks. Because of this relevancy, they are illustrated differently than all other inputs (as described in figure 21). The TSOPs are illustrated as separate boxes, located before the first task on the echelon line. Figure 22 illustrates the placement of TSOPs boxes.

TSOP

Bde
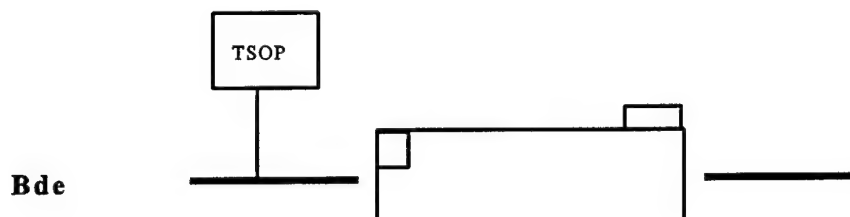
Figure 22. Placement of TSOPs boxes.

CCF 2 - Collect Information

Division

Receipt of Bde OPORD

Deconfliction of Collection Plans & Closing of Intel Gaps

Submits Consolidated Collection Plan

- Dissemination of highly perishable combat information
- Request for additional information

Dissemination of Highly Perishable Combat Information

Requests for Additional Information

Redirects Collection Effort/Tasks

Process Info

Brigade

Receipt of Bde OPORD & DS MI CO OPORD

1 | D1,2; Bde 1,2,3,4,5 | The S-2 and Intelligence Collection Mangers analyze the Bde order, Collection Plan and R&S Plans

Request for Additional Collection Support

2 | Bde 1,3,5 | The S-2 and Intelligence CollectorPrepare for Collection

Briefing of Asset Leaders

3 | D2; Bde 1,4 | The Brigade Collects Intelligence

4 | Bde 1,3,4 | The S-2 Evaluates Reporting of Combat Information

5 | D2; Bde 5,6,7 | The S-2 Updates Collection Planning

CCF 3 Process Information

DS MI CO

Receipt of Bde OPORD & Subordinate Unit OPORDs

- Deconfliction of R&S Plans
- Closes Intel Gaps

- Submits Updated Collection Plan
- Conducts Rehearsals
- Conducts Pre-Combat Checks

Reporting of Intelligence Information

Dissemination of Highly Perishable Combat Information

Redirects Collection Effort

Adjusts Collection Plan

Process Info

Task Forces and Supporting Units (FA BN, FSB, Engr BN, AD Btry, MP Plt)

Analysis of OPORDs and R&S Plans

- Coordination of Updated R&S Plan
- Conduct Rehearsals
- Conduct of Pre-Combat Checks
- Request Info / Intel

Reporting of Intelligence Information

Assessment of Information

NOTE: Collecting (CCF 2), Processing (CCF 3), Dissemination (CCF 4) functions, though illustrated as sequential tasks, generally occur concurrently with each other in the Plan, Prepare, and Execute battle phases and overlap with CCF 1 - Planning

This subcomponent links the tasks performed as a part of this function with the tasks performed in other CCFs or by other units. The purpose of this subcomponent is to allow the trainer or training developer to incorporate related tasks and participants into a training exercise for this CCF. Tasks which link to this analysis have been extrapolated for CCFs/type units for which TAs have not been accomplished. For tasks extracted from published CCF TAs, the task number is provided.

TASKS

1. The brigade S2 and intelligence collection managers analyze the brigade order, collection plan, and reconnaissance and surveillance plans.

LINKAGE TO OTHER CCFs/UNITS

Division CCF 2.
- Task: The division G2 deconflicts brigade and supporting units' collection plans.

Brigade CCF 18.
- Task 11: The brigade staff conducts an analysis of the brigade collection plan and incorporates collection tasks into appropriate annexes.

DS MI Company CCF 18.
- Task: The DS MI company commander conducts a mission analysis of the brigade collection plan and incorporates collection tasks into the MI company OPORD.

TF CCF 1.
- Task 1: Receive mission and conduct analysis of available intelligence information.

Engineer Battalion CCF 1.
- Task: The engineer battalion S2 conducts an analysis of the brigade collection plan and incorporates collection tasks into the engineer battalion OPORD.

DS FA Battalion CCF 1.
- Task: The DS FA battalion S2 conducts an analysis of the brigade collection plan

and incorporates collection tasks into the field artillery support plan (FASP).

FSB CCF 1.
- Task: The FSB S2/3 section conducts an analysis of the brigade collection plan and incorporates collection tasks into the FSB OPORD.

MP Platoon CCF 18.
- Task: The MP platoon leader conducts an analysis of the brigade collection plan and incorporates collection tasks into the MP OPORD.

Air Defense (AD) Battery CCF 18.
- Task: The air defense battery commander conducts an analysis of the brigade collection plan and incorporates collection tasks into the air defense OPORD.

2. The brigade S2 section and intelligence collectors prepare for collection.

Brigade CCF 15.
- Task 13: The brigade targeting team organizes to monitor, plan, and direct fire support operations.

Brigade CCF 19.
- Task 1: All intelligence collectors, brigade units, and supporting units conduct rehearsals and pre-combat checks (as appropriate).

DS MI Company CCF 2.
- Task: All intelligence collectors conduct rehearsals and pre-combat checks (as appropriate).

TF CCF 2.
- Task 2: All intelligence collectors conduct rehearsals and pre-combat checks (as appropriate).

DS Engineer Battalion CCF 2.
- Task: All intelligence collectors conduct rehearsals and pre-combat checks (as appropriate).

DS FA Battalion CCF 2.
- Task: All intelligence collectors conduct rehearsals and pre-combat checks (as appropriate).

MP Platoon CCF 2.
- Task: The MP platoon briefs members on IR and conducts precombat checks and rehearsals (as appropriate).

3.   The brigade collects intelligence.

Division CCF 2.
- Task: The division G2 disseminates highly perishable combat information.
- Task: The division G2 responds to subordinate elements' IR.
- Task: The division G2 disseminates intelligence reports.

Brigade CCF 15.
- Task 14: The brigade targeting team acquires information.

Brigade CCF 18.
- Task 1: The brigade establishes and maintains communications systems that allow communications and database access with higher, lower, adjacent, and supporting units and staffs.

Brigade CCF 19.
- Task 1: Brigade CPs acquire, evaluate, and communicate information and maintain status.
- Task 5: The brigade establishes and maintains communications systems that allow communications and database access with higher, lower, adjacent, and supporting units and staffs.

Brigade CCF 20.
- Task 2: Brigade CPs support synchronization by acquiring, evaluating, and communicating information.
- Task 5: The brigade establishes and maintains communications systems that allow communications and database access with higher, lower, adjacent, and supporting units and staffs.

DS MI Company CCF 2.
- Task: Elements collect and report combat information according to the collection plan.

TF CCF 2, Task 2.
- Task: Elements collect and report combat information according to the reconnaissance and surveillance (R&S) plan.

DS Engineer Battalion CCF 2.
- Task: Elements collect and report combat information according to the collection plan.

DS FA Battalion CCF 2.
- Task: Elements collect and report combat information according to the collection plan.

FSB CCF 2.
- Task: Elements collect and report combat information according to the collection plan.

MP Platoon CCF 2.
- Task: Elements collect and report combat information according to the collection plan.

4.   The brigade S2 evaluates reporting
        of combat information.

Brigade CCF 19.
-   Task 1: Brigade CPs evaluate and
    communicate information and maintain
    status.

Brigade CCF 20.
-   Task 2: Brigade CPs support
    synchronization by acquiring,
    evaluating, and communicating
    information and taskings.

5.   The brigade S2 updates collection
        planning.

Brigade CCF 15.
-   Task 19: The brigade commander directs
    changes to the operation or plan.

Brigade CCF 19.
-   Task 1: The staff coordinates changed
    requirements within and with higher,
    supporting, and subordinate units.
-   Task 3: The brigade commander directs
    changes to the operation or plan.

Brigade CCF 20.
-   Task 2: The staff coordinates changed
    requirements within and with higher,
    supporting, and subordinate units.
-   Task 4: The brigade commander directs
    changes to the operation or plan.

DS MI Company CCF 1.
-   Task: The DS MI company commander
    adjusts taskings to his elements based on
    feedback from the brigade S2.

TF CCF 1.
-   Task 9: Collection tasks are adjusted
    based on feedback from the brigade S2.

DS Engineer Battalion CCF 1.
-   Task: Collection tasks are adjusted based
    on feedback from the brigade S2.

DS FA Battalion CCF 1.
-   Task: Collection tasks are adjusted based
    on feedback from the brigade S2.

FSB CCF 1.
- Task: Collection tasks are adjusted based on feedback from the brigade S2.

MP Platoon CCF 1.
- Task: Collection tasks are adjusted based on feedback from the brigade S2.

KEY PARTICIPANTS BY TASK
COLLECT INFORMATION (BRIGADE CCF 2)

This subcomponent identifies the training audience for training events for the related tasks. It is based on the appropriate echelon/type unit TOE and includes special staff (as per appropriate doctrinal reference) critical for the task accomplishment. The purpose of this component is to help commanders and trainers to identify the training audience required for a training event.

TASKS	PARTICIPANTS
1. The brigade S2 and intelligence collection managers analyze the brigade order, collection plan, and reconnaissance and surveillance plans.	S2, S2 section, DS MI Co Cdr, S3, S3 section, CHEMO, NBC NCO, FSO/targeting officer, ABE, ADA LNO, Army AVN LNO, ALO, S1, S4, FSB S2/3 section, BSO, HQ Co CMDT, air/naval gunfire liaison officer, Bn TF commanders, TF S2s, TF S3s
2. The brigade S2 section and intelligence collectors prepare for collection.	All brigade elements involved in R&S operations and collection, S2 section, DS MI Co Cdr, CHEMO, FSE/targeting officer, ABE, ADA LNO, Army AVN LNO, ALO, FSB S2/3 section, BSO, HHC signal section, HQ Co CMDT, air/naval gunfire liaison officer, TFs scout platoon leaders, and reconnaissance patrol leaders
3. The brigade S2 collects intelligence.	S2, S2 section, SR INTEL NCO, DS MI Co Cdr, assistant S3, S3 operations sergeant (SGT), CHEMO, NBC NCO, FSO/targeting officer, ABE, ADA LO, Army AVN LO, ALO, S1, S4, FSB S2/3 section, BSO, HQ Co CMDT, air/naval gunfire liaison officer, TF commanders, TF S2s, TF S3s
4. The brigade S2 evaluates reporting of combat information.	S2, S2 section, SR INTEL NCO, DS MI Co Cdr
5. The brigade S2 updates collection planning.	S2, S2 section, SR INTEL NCO, DS MI Co Cdr, S3

KEY INPUTS AND OUTPUTS
COLLECT INFORMATION (BRIGADE CCF 2)

This subcomponent identifies critical input information required by participants to successfully accomplish the CCF. Where information results from the performance of the CCF tasks, CCF information output will be identified. One CCF's information output normally is provided as another CCF's input. Critical input and output information is organized by the specific part of the doctrinal product or means used to communicate it. The source of critical information identified is specific only to the CCF echelon and function being analyzed, and is not intended to reflect all the information the product may contain. The purpose of this subcomponent is to identify information required to drive a training exercise for this CCF and to establish standards for measuring the performance of CCF tasks resulting in information output.

KEY INPUTS

D - 1   DIVISION TSOPs

   a. Battle command procedures.

      1)   Orders and plans.

      2)   The CP communications.

      3)   Reports.

   b. Control procedures.

      1)   Brevity codes.

      2)   Terrain index reference system.

      3)   Recognition techniques.

      4)   Signals.

      5)   Alarms and warnings.

      6)   Fixed call signs.

   c. Intelligence and security procedures.

      1)   General guidance.

      2)   The NAI/TAI procedures.

      3)   Document security.

      4)   The EPW procedures.

      5)   Captured document and equipment procedures.

D - 2   **GUIDANCE AND INFORMATION FROM THE DIVISION COMMANDER AND STAFF**

    a. Intelligence reports.

    b. Division SITREPS.

    c. The SPOTREPs/highly perishable combat information.

    d. Intelligence databases.

    e. The WARNOs.

    f. The FRAGOs.

BDE - 1   **BRIGADE TSOPs**

    a. Battle command procedures.

      1)   The CP communications.

      2)   Reports.

    b. Control procedures.

      1)   Brevity codes.

      2)   Terrain index reference system.

      3)   Recognition techniques.

      4)   Signals.

      5)   Alarms and warnings.

      6)   Fixed call signs.

    c. Signal procedures.

    d. Intelligence and security procedures.

      1)   General guidance.

2) The NAI/TAI procedures.

3) Document security.

4) The EPW procedures.

5) Captured document and equipment procedures.

BDE - 2 BRIGADE OPORD

a. Portions of the five paragraph operations order:

1) Para 1. Situation, a. Enemy forces.

2) Para 3. Execution,

    a) Concept of operation, (4) Intelligence and (5) EW.

    b) Tasks to maneuver units - intelligence collection taskings.

    c) Tasks to combat support units - intelligence collection taskings.

    d) Coordinating instructions, (2) CCIR.

b. Collection plan and Intelligence annex with graphics/overlays.

1) Situation template.

2) The MCOO.

3) Event template.

4) The NAI/ TAI.

5) The CCIR, PIR and IR.

6) Intelligence acquisition tasks.

7) Measures for handling personnel, documents, and material.

8) Assets available for collection of information and intelligence.

c. Operations overlays/concept of operation.

1) Graphics.

2) The DST, synchronization matrix.

BDE - 3 GUIDANCE AND INFORMATION FROM BRIGADE COMMANDER AND STAFF

a. Brigade commander's SITREP.

b. Intelligence reports/updates.

c. Intelligence databases.

d. Spot reports/highly perishable combat information.

e. Changes to CCIR/PIR/IR.

BDE - 4 REPORTS AND INFORMATION FROM BRIGADE ELEMENTS AND OTHER UNITS

a. SPOTREPs/highly perishable combat information.

b. Subordinate, supporting, and other brigade commander's situation reports.

c. Intelligence reports.

d. The TF R&S plans.

e. Battle damage assessment (BDA) reports.

f. Force protection information.

g. Indications and warnings (I&W) information.

h. Captured documents and EPW information.

i. Intelligence databases.

KEY OUTPUTS

BDE - 5   GUIDANCE AND INFORMATION FROM BRIGADE COMMANDER AND STAFF

    a.   Consolidated brigade collection plan.

    b.   Redirected collection tasks and assets.

    c.   Requests for additional collection support from the division.

    d.   Dissemination of highly perishable combat information.

    e.   Captured documents and EPW information.

BDE - 6   BRIGADE WARNOs

    a.   The CCIR of brigade commander.

    b.   Graphics.

    c.   Enemy situation.

    d.   Assets available for collection of information and intelligence.

    e.   Task organization.

BDE - 7   BRIGADE FRAGOS

    a.   Changes to AO Required maps (if different from current OPORD).

    b.   Current enemy situation.

    c.   Commander's new CCIR.

    d.   Task organization (if changed).

    e.   Concept of the operation (Intelligence support).

    f.   Orders for preparatory actions (reconnaissance, surveillance, observation).

TASK LIST
COLLECT INFORMATION (BRIGADE CCF 2)

The purpose of this subcomponent is to identify, organize, and list in logical sequence all of the tasks and subtasks necessary to perform this function. Normally, the primary participants responsible for performing the task are identified. The tasks were extracted from the appropriate doctrinal publications and sources. The specific sources of reference for each task and subtask are shown in brackets [ ] following the task.

In many instances, the wording of the task has been changed from the text found in the ARTEP-MTP or FM to add clarity, context, or meaning. The references allow the user to refer to the original source material for further detail and context, if desired.

For tasks selected from an ARTEP-MTP, the task number has been expanded with a slash (/) to identify the subtask and standard reflected in the ARTEP-MTP task. To illustrate: a task referenced as [ARTEP 71-3-MTP, 71-3-4001/4c] was derived from ARTEP 71-3-MTP, the Mission Training Plan for the Heavy Brigade Command Group and Staff, and identifies brigade S4 section task "71-3-4001, Conduct Logistical Planning," subtask "4, "Prepares plans and orders," standard or subelement "c."

For tasks derived from an FM, the FM number and page number have been provided as a reference. For example, the reference for a task "The brigade commander demonstrates understanding of mission and higher commander's intent during confirmation briefing to the division commander" would be. [FM 101-5, p. 1-9].

Some tasks and subtasks needed to define the function are not contained in ARTEP-MTPs nor can they be derived from FMs. Tasks and subtasks were identified to fill such gaps and were developed during coordination visits with various Army schools, FORSCOM units, and CTCs. These tasks are listed as field notes [FN] and are annotated with their source. For example, tasks identified by CSS OCs at the NTC would be referenced as [FN-NTC CSS OCs]. Still other tasks and subtasks were identified based on review of newsletters and other documents published by the CALL which capture lessons learned from Army units relevant to DTTP. Tasks derived from CALL publications are referenced as Lessons Learned [LL] with the appropriate document and page number provided. For example, a task extracted from CALL Newsletter 95-6, "National Training Center's 'Fighting with Fires'" is referenced as [LL-CALL Newsletter 95-6, p. 16].

In some cases, the analysis of the CCF resulted in the identification of tasks for which no doctrinal references could be determined. Such tasks were selected based on author experience and a careful study of relevant doctrine. These tasks are referenced as author notes [AN].

Full references for all the source material are listed in the reference section.

1. **The brigade S2 and intelligence collection managers analyze the brigade order, collection plan, and R&S plans.** [ARTEP 71-3 MTP, Tasks 71-3-2001, 71-3-2002].

   a. The brigade S2 and all intelligence collection managers analyze the brigade concept of operations and collection plan and determine the following: [ARTEP 71-3 MTP, Tasks 71-3-2001/4, 71-3-2001/2b].

      1) Implied intelligence tasks that support the overall brigade operations. [ARTEP 71-3 MTP, Task 71-3-2001/4a].

      2) The concept of intelligence operations that supports the overall brigade operations to include the following: [ARTEP 71-3 MTP, Task 71-3-2001/4b].

         a) Collection plan and overlays that support brigade operations. [ARTEP 71-3 MTP, Task 71-3-2001/4b].

         b) The battlefield terrain and weather analyses describe the battlefield environment. [ARTEP 71-3 MTP, Task 71-3-2001/2b].

      3) The proposed task organization of intelligence assets supports the brigade operations. [ARTEP 71-3 MTP, Task 71-3-2001/4c].

      4) Required intelligence taskings support the brigade operations by providing information about: [ARTEP 71-3 MTP, Task 71-3-2001/4d].

         a) Summary of enemy situation.

         b) Intelligence requirements.

         c) Intelligence acquisition tasks.

         d) Measures for handling personnel, documents, and material.

         e) Documents and equipment required.

      5) Intelligence support and augmentation by additional assets requested from division or higher headquarters to support brigade operations. [ARTEP 71-3 MTP, Task 71-3-2001/4e].

      6) Paragraph 3 of the intelligence annex, which describes intelligence acquisition tasks, implements the collection plan and contains a complete list of current orders and requests for information (RI). [FM 34-2, p. 3-17].

7) The "collection intent" is clearly communicated, and everyone knows what is going to be collected and who is going to collect it. [FM 34-2, p.3-11; CALL Bulletin, No. 90-4, p.15].

b. The brigade S2 processes R&S plans from tasked subordinates: [ARTEP 71-3 MTP, Task 71-3-2002/1a-d].

1) Coordinates and deconflicts plans.

2) Ensures that adequate fire support safety control measures are planned with the brigade FSE.

3) Fills collection gaps in the brigade area.

4) Submits the consolidated brigade collection plan to the division G2 according to the division TSOP.

2. **The brigade S2 section and intelligence collectors prepare for collection.** [FM 34-8-2, p 4-8].

a. The brigade S2 requests collection support from the division G2, as required. [FM 34-8-2, p 4-8].

b. The brigade S2 processes preplanned tactical air reconnaissance requests in accordance with the division SOP and Air Force procedures. [ARTEP 71-3-MTP, Task 71-3-2007/2].

c. The S2 coordinates collection plans and required support for collectors with the brigade staff and subordinate commanders. [FM 34-8-2, p. 4-8]

1) The brigade S1 ensures that the personnel and medical system will support the collection plan. [AN].

2) The brigade S3 ensures that coordination is made, as appropriate, to support the collection plan. [AN].

a) The brigade S3 notifies brigade elements of UAV overflights. [FN-INTEL School, SME].

b) The brigade S3 allocates terrain and coordinates security measures for IEW assets operating in the brigade area. [FN-INTEL School].

c) The brigade S3 approves the brigade S2 refinements to taskings of collection assets, including combat observation lasing teams (COLTs), to support the collection plan. [FN-NTC, Bde OC].

3) The brigade S4 ensures that the logistical system will support the collection plan. [AN].

4) The brigade SO ensures that the signal system will support the collection plan. [AN].

   a) The brigade SO ensures that the local area network (LAN) is linked with the wide area network (WAN) to ensure all source analysis system (ASAS) connectivity. [FN-INTEL School].

   b) The brigade SO ensures that any additional signal requirements unique to the collection effort are coordinated and in place before collection begins. [AN].

5) The ABE ensures that: [AN].

   a) Supporting engineer units can support the collection plan. [AN].

   b) All engineer elements have and understand the brigade PIR and know how to report intelligence information. [FN-Command and General Staff College (CGSC), INTEL SME].

6) The brigade FSO ensures that: [AN].

   a) Supporting brigade FSEs can support the collection plan. [AN].

   b) Targeting data and combat information derived from the overall collection effort is identified and verified. [FM 34-3, p. 7-9].

   c) Target acquisition assets support the collection plan. [FM 34-3, p. 7-10].

   d) The brigade's COLTs are assigned specified collection tasks. [FN-NTC, Bde OC].

   e) All brigade FSEs have and understand the brigade PIR and know how to report intelligence information. [FN-CGSC, INTEL SME].

7) The brigade ADA LNO ensures that supporting ADA elements will support the collection plan: [AN].

   a) UAV flight information is coordinated with air defense elements and units. [FN-INTEL School].

b) The forward area alerting radar (FAAR) assets support the collection plan. [FM 34-3 Chap 7, p. 7-10].

c) All brigade ADA elements have and understand the brigade PIR. [FN-CGSC, INTEL SME].

8) The brigade Army AVN LNO ensures that: [AN].

a) The UAV flight information is coordinated with Army aviation units. [FN-CGSC, INTEL SME].

b) Supporting Army aviation elements will support the collection plan. [AN].

c) All Army aviation elements have and understand the brigade PIR. [FN-CGSC, INTEL SME].

9) The DS MI company commander ensures that supporting MI elements can support the collection plan: [AN].

a) The DS MI company tailors incoming intelligence from ASAS, joint surveillance and target attack radar system (JSTARS), and the commander's tactical terminal (CTT) to meet the brigade commander's requirements and tasks CI and prisoner of war interrogation (IPW) section. [FN-INTEL School].

b) The DS MI company elements have and understand the brigade PIR. [FN-INTEL School].

10) Subordinate unit commanders and supporting forces ensure that: [AN].

a) Their units can support the collection plan. [AN].

b) All elements have and understand the brigade PIR. [FN-CGSC, INTEL SME].

11) Subordinate commanders with AOs in which brigade intelligence teams will operate, ensure that their elements are aware of collection efforts in their areas and can support the collection plan. [AN].

12) The brigade S2 coordinates collection plans with adjacent and division intelligence officers. [FM 34-8-2, p. 4-8].

13) All units in direct support to the brigade monitor and communicate intelligence on the Operations and Intelligence (O&I) net. [FN-NTC, Bde OC].

d. The brigade S2 briefs collection asset commanders, as needed. [FM 34-8-2, p. 4-8].

e. All intelligence collectors conduct rehearsals. [CALL Bulletin, No. 90-9, p. III-6].

f. All intelligence collectors conduct pre-combat checks and know how to report intelligence information. [AN].

g. All brigade and subordinate units are prepared to report information as specified in the brigade TSOP; information includes: [AN].

   1) Combat information.

   2) I&W information. [FM 34-1, p. 2-9; CALL Newsletter, No. 90-8, pp. 1-4].

   3) Force protection information. [FM 34-1, p. 2-13].

   4) BDA information. [FM 34-1, p. 2-14].

   5) Enemy laser use through a brigade TSOP laser intelligence reporting procedure. [CALL Newsletter, No. 90-8, pp. 1-4].

h. The brigade S2, in coordination with the S5 (if assigned), makes provisions to interface with host nation country intelligence sources and civilian sources of information (e.g., local government). [AN] [CALL Bulletin, No. 90-4, p. 15].

i. The brigade S2 remains current on the capabilities of all available intelligence systems (e.g., who operates them, how to access them). [FN-INTEL School].

j. The brigade S2 ensures that that the brigade S2 section is trained and competent in basic MI tasks and skills and the use of computer technology. [FN-INTEL School].

3. **The brigade collects intelligence.** [ARTEP 71-3 MTP, Task 71-3-2004].

a. All brigade and subordinate units report combat information according to the brigade TSOP. [AN].

b. The brigade S2 directs the intelligence effort. [ARTEP 71-3-MTP, Task 71-3-2004/1a-c].

   1) The brigade S2 ensures that the collection effort is directed at satisfying the commander's PIR/IR.

   2) The brigade S2 coordinates with the brigade S3 to refine intelligence collection asset taskings to meet new requirements.

3) The brigade S2 coordinates with collection asset commanders to ensure that collectors are providing required information. [ARTEP 71-3-MTP, Task 71-3-2004/1a-c].

4) The brigade S2 coordinates with the DS MI company to ensure that it is "acquiring" (or "extracting") digitally accessed intelligence and required information from division and higher sources. [FN-INTEL School].

5) The brigade S2 synchronizes the collection of BDA information with the target engagement windows (times targets are available for engagement). [FM 34-1, p. 2-14].

6) The brigade FSO requests, through the brigade S2, identification of the appropriate intelligence agency to determine damage assessment on selected targets as it is required to meet changing needs. [ARTEP 71-3-MTP, Task 71-3-9003/3].

7) The brigade S2 requests required information that the brigade cannot collect on its own from adjacent brigades' S2s, the division G2, supporting units' S2s, and all other sources of intelligence information.

c. The brigade S2 section manages the intelligence effort by: [ARTEP 71-3-MTP, Tasks 71-3-2004/2].

1) Monitoring the current brigade and enemy situation. [ARTEP 71-3-MTP, Tasks 71-3-2004/2b].

2) Maintaining contact with Bn TF S2s. [ARTEP 71-3-MTP, Tasks 71-3-2004/2c].

3) Maintaining the current consolidated brigade collection plan by maintaining the status of reconnaissance, surveillance, and target acquisition support to include: [ARTEP 71-3-MTP, Tasks 71-3-2004/2d].

   a) Scheduled missions.

   b) Missions in progress.

   c) Operational status of MI collectors.

4) Informing the brigade S3 of significant changes in collection capabilities. [ARTEP 71-3-MTP, Tasks 71-3-2004/2e].

5) Monitoring the status of nonattached collection assets operating in the brigade AO. [ARTEP 71-3-MTP, Tasks 71-3-2004/2f].

6)   Monitoring the intelligence nets on a 24-hour basis. [ARTEP 71-3-MTP, Task 71-3-2006/1a].

7)   Setting of "alarms" on ASAS to ensure that target critical information is obtained. [FN-INTEL School].

8)   Ensuring that intelligence collected on BDA-related PIR is integrated into the targeting process. [FM 34-1, p. 2-14].

d.   The brigade S2 monitors intelligence reports to determine the effectiveness of brigade OPSEC measures. [ARTEP 71-3-MTP, Task 71-3-2010/1].

1)   The brigade S2 determines if brigade OPSEC measures are being implemented.

2)   The brigade S2 coordinates with the DS MI company to focus their force protection evaluations (systems and personnel) to ensure that compliance with specific OPSEC measures.

3)   The brigade S2 compiles data.

e.   The brigade S2 section assists the brigade S3 in monitoring the force security battle and compliance with brigade OPSEC directives. [ARTEP 71-3-MTP, Task 71-3-2010/2].

1)   The brigade S2 section coordinates with the DS MI company CI section to determine deficiencies in brigade execution of OPSEC measures.

2)   The brigade S2 section provides information on execution of OPSEC measures to the brigade S3.

3)   The brigade S2 section monitors force security battle to ascertain indications of enemy intentions.

4)   The brigade S2 section confirms compliance with brigade OPSEC directives.

4.   **The brigade S2 evaluates reporting of combat information.** [ARTEP 71-3-MTP, Tasks 71-3-2003/1a-j, 71-3-2003/2].

a.   The brigade S2 monitors and maintains synchronization by tracking the flow of the operation and comparing it with requirements described on the intelligence synchronization matrix. [FM 34-2, p. 3-25].

b.   The brigade S2 compares reports to requirements to identify SOR and requirements that the report satisfies. [FM 34-2, p. 3-25].

1) The brigade S2 determines the validity of incoming information by correlating it against the current database based on the following: [ARTEP 71-3-MTP, Task 71-3-2003/1a-j).

   a) Enemy capabilities.

   b) Analysis of the effects of weather on the operation.

   c) Terrain analysis.

   d) Enemy history.

   e) Types of equipment present.

   f) Disposition of enemy forces.

   g) Personalities of key personnel.

   h) Activity consistent with previous indicators.

   i) Enemy perception of friendly capabilities and COAs.

   j) Enemy capability to conduct deception operations.

2) The brigade S2 determines if incoming data meets the criteria for a DP, line, or event. [ARTEP 71-3-MTP, Task 71-3-2003/2i].

3) The brigade S2 determines if incoming data meets the criteria and requirements as specified by selected intelligence products: [AN].

   a) Intelligence estimate. [FM 34-80, p. A-0 to A-29].

   b) Intelligence annex to the OPORD. [FM 34-80, p. A-0 to A-29].

   c) Collection plan. [FM 34-80, p. A-0 to A-29].

   d) BDA requirements. [FM 34-1, p. 2-14].

   e) Force protection intelligence. [FM 34-1, p. 2-13].

   f) Terrain and weather overlays/matrices. [FM 34-8-2, p. B-1].

      (1) The MCOO.

        (2)   Population status overlay.

        (3)   Key facilities and target overlay.

        (4)   Logistics sustainability overlay.

        (5)   Lines of communication overlay.

        (6)   Weather effects forecast matrix.

        (7)   Critical weather values matrix.

g) Templates and associated matrices. [FM 34-8-2, p. B-1].

        (1)   Threat models.

        (2)   The ECOAs.

        (3)   Event templates/matrix.

        (3)   The BOS synchronization matrix.

h) Requests and reports. [FM 34-80, p. A-0 to A-29; AN].

        (1)   Graphic INTSUM reports.

        (2)   The INTREP reports.

        (3)   The TACREP reports.

        (4)   The ERTM.

        (5)   The RII.

        (6)   The RRII.

        (7)   The TACELINT reports.

        (8)   The EWRTM.

d. The brigade S2 disseminates highly perishable combat information immediately after receipt. [ARTEP 71-3-MTP, Task 71-3-2006/6b].

e. The brigade S2 section analyzes incoming intelligence and combat information to determine the impact on brigade operations once it is deemed pertinent. [ARTEP 71-3-MTP, Task 71-3-2003/2].

5. **The brigade S2 updates collection planning.** [FM 34-2, pp. 3-28 - 3-29].

a. The brigade S2 provides feedback to collectors and forces capable of exploiting acquired information. [ARTEP 71-3-MTP, Task 71-3-2003/2k].

   1) The brigade S2 relieves the asset managers of further responsibility to collect against the SOR for fully satisfied SORs. [FM 34-2, p. 3-27].

   2) The brigade S2 notifies asset managers about SORs which have not been fulfilled, explaining what needs to be acquired for partially satisfied SOR. [FM 34-2, p. 3-27].

   3) The brigade S2 notifies asset managers of new SORs designed to exploit cuing opportunities. [FM 34-2, p. 3-27].

   4) The brigade S2 requests additional information from division G2 and subordinate units to fill gaps in intelligence. [ARTEP 71-3-MTP, Task 71-3-2003/2k].

b. The brigade S2 eliminates satisfied requirements and SORs that are overtaken by events from the collection plan and updates logs and records. [FM 34-2, pp. 3-28 - 3-29].

c. The brigade S2 coordinates with the brigade S3 to redirect collection assets to unsatisfied requirements by taking advantage of "excess" capability of undertasked asset managers. [FM 34-2, pp. 28 - 3-29].

d. The brigade S2 directs collection assets to collection opportunities as a result of analysis or combat information. [FM 34-2, pp. 3-28 - 3-29].

e. The brigade S2 maintains synchronization of timelines with DPs and updates or creates necessary templates and matrices. [FM 34-2, pp. 3-28 - 3-29].

f. The brigade S2 adds new prioritized requirements that support the brigade commander's CCIRs as COAs evolve and the threat situation develops. [FM 34-2, pp. 3-28 - 3-29].

g. The brigade S2 modifies the collection effort to incorporate new information requirements, priorities, or both, which reflect the developing tactical situation and refinements of the commander's guidance.

**LESSONS LEARNED INTEGRATED INTO TASK LIST
COLLECT INFORMATION (BRIGADE CCF 2)**

This subcomponent identifies the lessons learned extracted from the U.S. Army CALL publications relevant to performing this CCF. The lessons learned are organized and listed by the appropriate task in the CCF task list. Where appropriate to address the absence of a task in an ARTEP-MTP, the lessons learned have been structured as tasks and are included in the detailed task list as subtasks. The purpose of the lessons learned subcomponent is to provide the user with the most recent TTPs associated with the performance of the tasks in this CCF.

1.   **The brigade S2 and intelligence collection managers analyze the brigade order, collection plan, and reconnaissance and surveillance plans.**

     LL - Distances require longer lead-times for reconnaissance and surveillance planning. Effective reconnaissance takes time.

          To confirm intelligence template, the reconnaissance must identify (6-digit accuracy) approximately 80 % of the enemy antitank systems.

          Scouts are reconnaissance patrols, not combat patrols, and should attempt to gain information through stealth. [CALL Newsletter, "Winning in the Desert: Tactics," No. 90-7, Special Edition, Aug 90, TIPS ON FIGHTING IN THE DESERT, pp. 22-25].

     LL - Make everyone in the task force knowledgeable of intelligence collection requirements. [CALL Bulletin, "Introduction to Low Intensity Conflict," No. 90-4, May 90, p. 15].

2.   **The brigade S2 section and intelligence collectors prepare for collection.**

     LL - Use photo assets readily available to give commanders updated views of areas of operation prior to unit deployment. This will assist them and their staffs in the planning process. [CALL Newsletter, "Operations Other Than War: Volume III, Civil Disturbance," No. 93-7, Nov 93; pp. 16-20].

     LL - Issue the laser-protective goggles to the fighting and observing soldiers and train them in the use of goggles. The soldiers will then have confidence in the equipment and can perform their duties (day and night) while wearing the goggles. Also, emphasize the reporting of confirmed and/or suspected enemy laser use through some type of laser intelligence reporting procedure.

          That commanders set up indication and warning centers within their G2/S2 sections at battalion and higher headquarters for different threat scenarios ranging from all-out ground attack to chemical attack to air raids. [CALL Newsletter, "Winning in

the Desert: Tactics, Techniques and Procedures for Maneuver Commanders," No. 90-8, Special Edition, Sep 90, INTELLIGENCE, pp. 1-4].

LL - Consideration should be given to conducting reconnaissance during periods of limited visibility. [CALL Newsletter, "Winning in the Desert: Tactics," No. 90-7, Special Edition, Aug 90, TIPS ON FIGHTING IN THE DESERT, pp. 22-25].

LL - Develop SOPs and practice document recovery as part of routine training. Soldiers need to understand the value of captured documents to intelligence collection and the need to keep them in their original configuration.

Develop techniques to search areas/rooms for weapons without destroying the configuration of office/headquarters.

Plan for, and issue to units, supplies for proper handling of documents to include boxes, plastic bags, tape, markers, and labeling material.

Assign Document Exploitation Teams or MI LNOs to accompany forward units to secure, report, protect, and ship valuable time-sensitive documents to collection and analysis centers.

Require language-qualified personnel for initial screening of documents prior to any detailed analysis. Plans must ensure that qualified, area-expert linguists are on hand.

Area expertise of analysts, human intelligence (HUMINT) specialists, and intelligence officers is an intangible element. Ample training and refresher visits to the operational area must be provided.

Personnel that have served within the operational area must be tracked and properly utilized within the command.

Commanders of HUMINT organizations must ensure that sources and nets are developed. Liaison personnel will not be useful upon commencement of hostilities. [CALL Bulletin, "Operation Just Cause Lessons Learned: Volume III. Intelligence, Logistics & Equipment," No. 90-9, Oct 90, Document Exploitation, p. III-2, HUMINT, p. III-6].

LL - Interagency cooperation is absolutely essential. Establish rapport and exchange LNOs early.

Train personnel in force protection requirements and the use of nonstandard and national level assets (especially HUMINT).

Make provisions to interface with host country intelligence sources (military and civilian).

Make everyone in the task force knowledgeable of intelligence collection requirements.

Cultivate local nations as INTEL assets, but always remember OPSEC and maintain a healthy skepticism.

Identify language-qualified soldiers.

The CA units may not be available. [CALL Bulletin, "Introduction to Low Intensity Conflict," No. 90-4, May 90, p. 15].

3. **The brigade collects intelligence.**

LL - The commander and XO should ensure that the tracking of enemy events related to the commander's intent during the battle is coordinated. [CALL CTC's Bulletin, "Lessons and Information," No. 93-4, Jul 93, TTP, Intelligence p. 27].

LL - Require language-qualified personnel for initial screening of documents prior to any detailed analysis. Plans must ensure that qualified, area-expert linguists are on hand. [CALL Bulletin, "Operation Just Cause Lessons Learned: Volume III. Intelligence, Logistics & Equipment," No. 90-9, Oct 90, Document Exploitation, p. III-2, HUMINT p. III-6].

LL - Physical reconnaissance, on the ground, is necessary to confirm or refute the situation template. The situational template depicts suspected positioning of enemy elements and provides a basis for where to deploy the reconnaissance elements. The reconnaissance mission is to find the enemy and report this to commander and S2. Any and all elements of the task force or brigade can help fill in missing elements of combat information. [CALL Compendium, "Volume I: Heavy Forces," Fall 88, Intelligence and Electronic Warfare, pp. 3-4].

4. **The brigade S2 evaluates reporting of combat information.**

LL - Very few civilians are encountered in desert operations, and information they give should be treated with caution. [CALL Newsletter, "Winning in the Desert: Tactics," No. 90-7, Special Edition, Aug 90, Tips on Fighting in the Desert pp. 22-25].

5. **The brigade S2 updates collection planning.**

LL - All key leaders and staff must realize that the IPB process never stops. Templates require continuous updating throughout all aspects of operational planning and

execution. Notifying all key personnel of all significant changes is critical to the process. The IPB is not a process separate and distinct from all the other staff processes. It applies staff actions to gathering information toward answering certain questions relative to the ongoing mission reporting system, size, activity, location, unit, time, equipment (SALUTE), SPOTREPs, etc., as they execute their mission. [CALL Compendium, "Volume I: Heavy Forces," Fall 88, Intelligence and Electronic Warfare, pp. 3-4].

GATE TASKS
COLLECT INFORMATION (BRIGADE CCF 2)

This subcomponent identifies critical individual or collective tasks upon which the performance of each CCF task identified in the Task List is dependent. In order to ensure efficient and safe training of the major task, the participants should have first achieved mastery in performing these gate tasks.

The officers, NCOs, and soldiers listed in this subcomponent are based on the TOE for the echelon and type unit being analyzed. In some cases, the MQS and STPs for those officers, NCOs, and soldiers may have not yet been published or are being revised. In such an instance, existing MQS and STP publications were used to identify gate tasks which are still relevant. This may result in the identification of gate tasks derived from another proponent MQS or STP publication (e.g., an infantry STP task listed as relevant to a field artillery MOS).

In other cases, the Army has designated a new MOS to replace the MOS listed in the TOE. In such an instance, the analyst selected tasks from STPs for like/similar MOSs or tasks from the original TOE MOS to depict those tasks which must still be performed.

Based on the analyst's analysis and review of doctrine, gate tasks may be identified for which there is no published doctrine.

CCF TASKS

1. The brigade S2 and intelligence collection managers analyze the brigade order, collection plan, and reconnaissance and surveillance plans.

INDIVIDUAL/COLLECTIVE GATE TASKS

Brigade S2 (STP 34-35II-MQS)
- Prepare reconnaissance and surveillance plan (01-3381.06-4011).
- Direct collection management operations (01-3381.44-5002).

Brigade S2 Section (ARTEP 34-245-10-DRILL)
- Brigade R&S planning (Drill 4b).
- Recording intelligence information (Drill 1).
- Briefing/transmitting by radio (Drill 5a).

Brigade SR INTEL NCO (STP 34-96B14-SM-TG)
- Supervise unit collection effort (301-336-4101).

Bn TF S2s (ARTEP 34-245-10-DRILL)
- Battalion R&S planning (Drill 4a).

Officer Common Tasks for: S2, S2 Section, DS MI Co Cdr, S3, S3 Section, CHEMO, FSO, ABE, ADA LNO, Army AVN LNO, ALO, S1, S4, FSB S2/3 Section, BSO, HQ Co CMDT, Air/Naval Gunfire LNO, TF Commanders, TF S2s, TF S3s (STP 34-35II-MQS)

- Prepare R&S plan (01-3381.06-4011).
- Direct collection management operations (01-3381.44-5002).
- All staff and collection asset managers determine collection tasks to support the brigade's operation.

NCO Common Tasks for: All Primary and Special Staff NCOs (STP 34-96B14-SM-TG)

- Supervise unit collection effort (301-336-4101).
- All staff and collection asset managers determine collection tasks to support the brigade's operation.

2. The brigade S2 section and intelligence collectors prepare for collection.

Brigade S2 (STP 34-35II-MQS)

- Conduct asset management (01-3381.06-4007).
- Conduct site selection training (01-3381.03-4001).
- Record intelligence and combat information (01-3381.39-4003).
- Disseminate intelligence and combat information (01-3381.39-4005).
- Brief and debrief R&S assets (01-3381.06-4012).
- Sustain language skills (01-3381.03-5001).
- Direct asset management (01-3381.06-5001).
- Direct recording and evaluation of information (01-3381.41-5001).
- Direct analysis and dissemination of information (01-3381.41-5002).
- Direct collection management operations (01-3381.44-5002).

- Direct intelligence training (01-3381.03-5003).
- Conduct intelligence and electronic warfare support element operations (01-3381.04-5003).
- Conduct intelligence liaison (01-3381.16-5001).

Brigade S2 Section (ARTEP 34-245-10-DRILL)
- Recording intelligence information (Drill 1).
- Briefing/transmitting by radio (Drill 5a).

Brigade SR INTEL NCO (STP 34-96B14-SM-TG)
- Supervise unit collection effort (301-336-4101).

Officer Common Tasks for: All Bde elements involved in R&S operations and collection, S2 Section, DS MI Co Cdr, CHEMO, FSE, ABE, ADA LNO, Army AVN LNO, ALO, FSB S2/3 SECTION, BSO, HHC Signal Section, HQ Co CMDT, Air/Naval Gunfire LNO, TF Scouts and Reconnaissance patrols (STP 34-35II-MQS)
- Conduct site selection training (01-3381.03-4001).
- Brief and debrief R&S assets (01-3381.06-4012).
- Direct asset management (01-3381.06-5001).
- Direct collection management operations (01-3381.44-5002).
- Direct intelligence training (01-3381.03-5003).
- Review reporting procedures (TSOP).
- Conduct rehearsals.

NCO Common Tasks for: All Primary and Special Staff NCOs involved in R&S operations and collection at Brigade and TF (STP 21-24-SMCT, Common tasks)

- Inspect personnel/equipment (071-328-5301).
- Review reporting procedures (TSOP).
- Conduct rehearsals.

3.   The brigade collects intelligence.

Brigade S2 (STP 34-35II-MQS)
- Direct collection management operations (01-3381.44-5002).
- Conduct asset management (01-3381.06-4007).
- Conduct electronic warfare operations (01-3381.06-4008).
- Conduct counterintelligence and interrogation of EPW operations (01-3381.06-4009).
- Conduct a ground surveillance operation (01-3381.06-4010).
- Record intelligence and combat information (01-3381.39-4003).
- Disseminate intelligence and combat information (01-3381.39-4005).
- Brief and debrief R&S assets (01-3381.06-4012).
- Direct asset management (01-3381.06-5001).
- Direct collection management operations (01-3381.44-5002).
- Conduct intelligence and electronic warfare support element operations (01-3381.04-5003).
- Conduct intelligence liaison (01-3381.16-5001).

Brigade S2 Section (ARTEP 34-245-10-DRILL)
- Recording intelligence information (Drill 1).
- Briefing/transmitting by radio (Drill 5a).

Brigade SR INTEL NCO (STP 34-96B14-SM-TG)
- Supervise unit collection effort (301-336-4101).

DS MI Co Cdr (STP 34-35II-MQS)

- Direct collection management operations (01-3381.44-5002).
- Conduct asset management (01-3381.06-4007).
- Conduct EW operations (01-3381.06-4008).
- Conduct counterintelligence and interrogation of EPW operations (01-3381.06-4009).
- Conduct a ground surveillance operation (01-3381.06-4010).
- Record intelligence and combat information (01-3381.39-4003).
- Disseminate intelligence and combat information (01-3381.39-4005).
- Brief and debrief R&S assets (01-3381.06-4012).
- Direct asset management (01-3381.06-5001).
- Direct collection management operations (01-3381.44-5002).
- Conduct intelligence and EW support element operations (01-3381.04-5003).
- Conduct intelligence liaison (01-3381.16-5001).

Brigade FSO (STP 6-13II-MQS, Artillery)
- Direct the evaluation and dissemination of INTEL reports using tactical fire direction system (TACFIRE) (01-2770.01-0114).

Brigade FSE NCO (STP 6-13F14-SM-TG)
- Retrieve artillery target intelligence by using the variable format message entry device (VFMED) (061-277-4035).
- Pass fire support information of lower, adjacent, and higher field artillery elements (061-284-3046).

BSO (STP 11-25II-MQS, Signal)
- Implement communications system control element operations (01-5753.07-002).

- Employ communications system of a maneuver brigade or battalion (01-5841.07-001).
- Manage network traffic routing (01-5710.07-002).

Bn TF & Supporting Unit S2s (STP 34-35II-MQS)
- Direct collection management operations (01-3381.44-5002).
- Conduct asset management (01-3381.06-4007).
- Conduct EW operations (01-3381.06-4008).
- Conduct CI and interrogation of EPW operations (01-3381.06-4009).
- Conduct a ground surveillance operation (01-3381.06-4010).
- Record intelligence and combat information (01-3381.39-4003).
- Disseminate intelligence and combat information (01-3381.39-4005).
- Brief and debrief R&S assets (01-3381.06-4012).
- Direct asset management (01-3381.06-5001).
- Direct collection management operations (01-3381.44-5002).
- Conduct intelligence and EW support element operations (01-3381.04-5003).
- Conduct intelligence liaison (01-3381.16-5001).

All Collectors (STP 17-12II-MQS, Armor)
- Conduct a reconnaissance patrol (03-3164.00-0005).

Officer Common Tasks for: S2, S2 Section, DS MI Co Cdr, S3, Asst S3, CHEMO, FSO, ABE, ADA LNO, Army AVN LNO, ALO, S1, S4, FSB S2/3 SECTION, BSO, HQ Co CMDT, Air/Naval Gunfire LNO, TF Commanders, TF S2s, TF S3s (STP 21-II-MQS, Common Tasks)

- Implement operations security (03-3711.12-0001).
- Process captured material (03-3711.13-0001).

(STP 34-35II-MQS)
- Direct collection management operations (01-3381.44-5002).
- Record intelligence and combat information (01-3381.39-4003).
- Disseminate intelligence and combat information (01-3381.39-4005).
- Brief and debrief R&S assets (01-3381.06-4012).
- Direct asset management (01-3381.06-5001).
- Direct collection management operations (01-3381.44-5002).
- Conduct intelligence liaison (01-3381.16-5001).

NCO Common Tasks for: All Primary and Special Staff NCOs (STP 21-24-SMCT, Common tasks)
- Conduct OPSEC procedures (113-573-0002).
- Handle enemy personnel and equipment (191-377-5250).
- Supervise handling of enemy personnel and equipment (191-379-4450).
- Prepare SITREP (071-332-5022).

(STP 34-96B14-SM-TG)
- Supervise unit collection effort (301-336-4101).

4. The brigade S2 evaluates reporting of combat information.

Brigade S2 (STP 34-35II-MQS)
- Direct recording and evaluation of information (01-3381.41-5001).
- Direct analysis and dissemination of information (01-3381.41-5002).

Brigade S2 Section (ARTEP 34-245-10-DRILL)
- Recording intelligence information (Drill 1).

Brigade SR INTEL NCO (STP 34-96B14-SM-TG)
- Supervise unit collection effort (301-336-4101).

DS MI Co Cdr (STP 34-35II-MQS)
- Direct recording and evaluation of information (01-3381.41-5001).
- Direct analysis and dissemination of information (01-3381.41-5002).

5.   The brigade S2 updates collection planning.

Brigade S2 (STP 34-35II-MQS)
- Direct collection management operations (01-3381.44-5002).
- Prepare intelligence taskings (01-3381.39-4002).
- Conduct asset management (01-3381.06-4007).
- Conduct EW operations (01-3381.06-4008).
- Conduct CI and interrogation of EPW operations (01-3381.06-4009).
- Conduct a ground surveillance operation (01-3381.06-4010).
- Record intelligence and combat information (01-3381.39-4003).
- Brief and debrief R&S assets (01-3381.06-4012).
- Direct asset management (01-3381.06-5001).
- Direct collection management operations (01-3381.44-5002).
- Conduct intelligence and EW support element operations (01-3381.04-5003).
- Conduct intelligence liaison (01-3381.16-5001).

Brigade S2 Section (ARTEP 34-245-10-DRILL)

- Recording intelligence information (Drill 1).
- Briefing/transmitting by radio (Drill 5a).
- Brigade R&S planning (Drill 4b).

Brigade SR INTEL NCO (STP 34-96B14-SM-TG)

- Supervise unit collection effort (301-336-4101).

DS MI Co Cdr (STP 34-35II-MQS)

- Direct collection management operations (01-3381.44-5002).
- Prepare intelligence taskings (01-3381.39-4002).
- Conduct asset management (01-3381.06-4007).
- Conduct EW operations (01-3381.06-4008).
- Conduct CI and interrogation of EPW operations (01-3381.06-4009).
- Conduct a ground surveillance operation (01-3381.06-4010).
- Record intelligence and combat information (01-3381.39-4003).
- Brief and debrief R&S assets (01-3381.06-4012).
- Direct asset management (01-3381.06-5001).
- Direct collection management operations (01-3381.44-5002).
- Conduct intelligence and EW support element operations (01-3381.04-5003).
- Conduct intelligence liaison (01-3381.16-5001).

TASKS ORGANIZED BY OUTCOMES
COLLECT INFORMATION (BRIGADE CCF 2)

This subcomponent links the tasks with the outcomes the task performance supports. Each outcome is linked with all appropriate tasks. This subcomponent is used for two purposes. The first is to ensure that each CCF outcome is sufficiently supported by all tasks necessary to achieve the outcome. The second is to verify that the outcomes selected support the CCF purpose and that they are complete in that no additional outcomes are required to define the CCF. This subcomponent can be used by trainers to facilitate assessment of training proficiency and to plan training.

Outcome 1

Required intelligence information is collected in a timely manner to ensure that intelligence is accurate, complete, and relevant.

Task Elements

1. **The brigade S2 and intelligence collection managers analyze the brigade order, collection plan, and R&S plans.** [ARTEP 71-3 MTP, Tasks 71-3-2001, 71-3-2002].

   a. All intelligence collection managers analyze the brigade collection plan and concept of operations and determine the following: [ARTEP 71-3 MTP, Tasks 71-3-2001/4, 71-3-2001/2b; AN].

      1) Implied intelligence tasks that support the overall brigade collection plan. [ARTEP 71-3 MTP, Task 71-3-2001/4a; AN].

      2) The concept of intelligence operations and overlays that supports the overall brigade collection plan. [ARTEP 71-3 MTP, Task 71-3-2001/4b; AN].

      3) The task organization of intelligence assets that supports the brigade collection plan. [ARTEP 71-3 MTP, Task 71-3-2001/4c; AN].

      4) Required intelligence taskings that support the brigade collection plan by providing information about: [ARTEP 71-3 MTP, Task 71-3-2001/4d; AN].

         a) Summary of enemy situation.

         b) Intelligence requirements.

         c) Intelligence acquisition tasks.

         d) Measures for handling personnel, documents, and material.

        e) Documents and equipment required.

    5)   Intelligence support and augmentation by additional assets requested from division or higher headquarters to support the brigade collection plans. [ARTEP 71-3 MTP, Task 71-3-2001/4e].

    6)   Paragraph 3 of the intelligence annex, which describes intelligence acquisition tasks, implements the collection plan and contains a complete list of current orders and RI. [FM 34-2, p. 3-17].

    7)   The "collection intent" is clearly communicated, and everyone knows what is going to be collected and who is going to collect it. [FM 34-2, p.3-11; CALL Bulletin, No. 90-4, p.15].

b. The brigade S2 processes R&S plans from tasked subordinates: [ARTEP 71-3 MTP, Task 71-3-2002/1a-d].

    1)   Coordinates deconflictions.

    2)   Ensures that adequate fire support safety control measures are planned with the brigade FSE.

    3)   Closes collection gaps in the brigade area.

    4)   Submits the consolidated brigade collection plan to the division G2 according to the division TSOP.

c. The brigade S2 conducts final coordination with brigade staff, subordinate unit commanders, and staff to ensure understanding of the intelligence collection plan. [FM 71-123, p. 1-12; FM 101-5 Draft 93, p. 4-59].

2.   **The brigade S2 section and intelligence collectors prepare for collection.** [FM 34-8-2, p 4-8].

a. The brigade S2 requests collection support from the division G2, as required. [FM 34-8-2, p 4-8].

b. The brigade S2 processes preplanned tactical air reconnaissance requests in accordance with the division SOP and Air Force procedures. [ARTEP 71-3-MTP, Task 71-3-2007/2].

c. The S2 coordinates collection plans and required support for collectors with the brigade staff and subordinate commanders. [FM 34-8-2, p. 4-8]

1) The brigade S1 ensures that the personnel and medical system will support the collection plan. [AN].

2) The brigade S3 ensures that coordination is made, as appropriate, to support the collection plan. [AN].

   a) The brigade S3 notifies brigade elements of UAV overflights. [FN-INTEL School].

   b) The brigade S3 allocates terrain and coordinates security measures for IEW assets operating in the brigade area. [FN-INTEL School].

   c) The brigade S3 approves the brigade S2 refinements to taskings of collection assets, including combat observation lasing team (COLTs), to support the collection plan. [FN-NTC, Bde OC].

3) The brigade S4 ensures that the logistical system will support the collection plan. [AN].

4) The brigade signal officer ensures that the signal system will support the collection plan. [AN].

   a) The brigade signal officer ensures that the LAN is linked with the WAN to ensure ASAS connectivity. [FN-INTEL School].

   b) The brigade signal officer ensures that any additional signal requirements unique to the collection effort are coordinated and in place before collection begins. [AN].

5) The ABE ensures that: [AN].

   a) Supporting engineer units can support the collection plan. [AN].

   b) All engineer elements have and understand the brigade PIR and know how to report intelligence information. [FN-CGSC].

6) The brigade FSO ensures that: [AN].

   a) Supporting brigade FSEs can support the collection plan. [AN].

   b) Targeting data and combat information derived from the overall collection effort is identified and verified. [FM 34-3, p. 7-9].

   c) Target acquisition assets support the collection plan. [FM 34-3, p. 7-10].

d) The brigade's COLTs are assigned specified collection tasks. [FN-NTC, Bde OC].

e) All brigade FSEs have and understand the brigade PIR and know how to report intelligence information. [FN-CGSC, INTEL School].

7) The brigade ADA LNO ensures that supporting ADA elements will support the collection plan: [AN].

a) The brigade air defense officer coordinates UAV flight information with air defense elements and units. [FN-INTEL School].

b) The brigade air defense officer coordinates the forward area alerting radar (FAAR) assets to support the collection plan. [FM 34-3 Chap 7, p. 7-10].

c) All brigade ADA elements have and understand the brigade PIR. [FN-CGSC, INTEL School].

8) The brigade Army AVN LNO ensures that: [AN].

a) The brigade Army aviation officer coordinates UAV flight information with Army aviation units. [FN-CGSC, INTEL School].

b) The brigade Army aviation officer ensures that supporting Army aviation elements will support the collection plan. [AN].

c) All Army aviation elements have and understand the brigade PIR. [FN-CGSC, INTEL School].

9) The DS MI company commander ensures that supporting MI elements can support the collection plan: [AN].

a) The DS MI company tailors incoming intelligence from ASAS, joint surveillance and target attack radar system (JSTARS), and CTT to meet the brigade commander's requirements and tasks CI and IPW section. [FN-INTEL School].

b) The DS MI company elements have and understand the brigade PIR. [FN-INTEL School].

10) Subordinate unit commanders and supporting forces ensure that: [AN].

a) Their units can support the collection plan. [AN].

      b) All elements have and understand the brigade PIR. [FN-CGSC, INTEL School].

    11) Subordinate commanders of AOs in which brigade intelligence teams will operate, ensure that their elements are aware of collection efforts in their areas and can support the collection plan. [AN].

    12) The brigade S2 coordinates collection plans with adjacent and division intelligence officers. [FM 34-8-2, p. 4-8].

    13) All units in direct support to the brigade monitor and communicate intelligence on the O&I net. [FN-NTC, Bde O/C].

d. The brigade S2 briefs collection asset commanders, as needed. [FM 34-8-2, p. 4-8].

e. All intelligence collectors conduct rehearsals. [CALL Bulletin, No. 90-9, p. III-6].

f. All intelligence collectors conduct pre-combat checks and know how to report intelligence information. [AN].

g. All brigade and subordinate units are prepared to report information as specified in the brigade TSOP; information includes: [AN].

    1) Combat information.

    2) I&W information. [FM 34-1, p. 2-9; CALL Newsletter, No. 90-8, pp. 1-4].

    3) Force protection information. [FM 34-1, p. 2-13].

    4) BDA information. [FM 34-1, p. 2-14].

    5) Enemy laser use through a brigade TSOP laser intelligence reporting procedure. [CALL Newsletter, No. 90-8, pp. 1-4].

h. The brigade S2, in coordination with the S5 (if assigned), makes provisions to interface with host nation country intelligence sources and civilian sources of information (e.g., local government). [AN; CALL Bulletin, No. 90-4, p. 15].

i. The brigade S2 remains current on the capabilities of all available intelligence systems (e.g., who operates them, and how to access them). [FN-INTEL School].

j. The brigade S2 ensures that the brigade S2 Section is trained and competent in basic MI tasks and skills and the use of computer technology. [FN-INTEL School].

3.   **The brigade collects intelligence.** [ARTEP 71-3 MTP, Task 71-3-2004].

a. All brigade and subordinate units report combat information according to the brigade TSOP. [AN].

b. The brigade S2 directs the intelligence effort. [ARTEP 71-3-MTP, Task 71-3-2004/1a-c].

    1) The brigade S2 ensures that the collection effort is directed at satisfying the commander's PIR/IR.

    2) The brigade S2 coordinates with the brigade S3 to refine intelligence collection asset taskings to meet new requirements.

    3) The brigade S2 coordinates with collection asset commanders to ensure that collectors are providing required information. [ARTEP 71-3-MTP, Task 71-3-2004/1a-c].

    4) The brigade S2 coordinates with the DS MI company to ensure that it is "acquiring" (or "extracting") digitally accessed intelligence and required information from division and higher sources. [FN-INTEL School, SME].

    5) The brigade S2 synchronizes the collection of BDA information with the target engagement windows (time targets are available for engagement). [FM 34-1, p. 2-14].

    6) The brigade FSO requests, through the brigade S2, identification of the appropriate intelligence agency to determine damage assessment on selected targets as it is required to meet changing needs. [ARTEP 71-3-MTP, Task 71-3-9003/3].

c. The brigade S2 Section manages the intelligence effort by: [ARTEP 71-3-MTP, Tasks 71-3-2004/2].

    1) Monitoring the current brigade and enemy situation. [ARTEP 71-3-MTP, Tasks 71-3-2004/2b].

    2) Maintaining contact with Bn TF S2s. [ARTEP 71-3-MTP, Tasks 71-3-2004/2c].

    3) Maintaining the current consolidated brigade collection plan by maintaining the status of reconnaissance, surveillance, and target acquisition support to include: [ARTEP 71-3-MTP, Tasks 71-3-2004/2d].

        a) Scheduled missions.

        b) Missions in progress.

        c) Operational status of MI collectors.

4)   Informing the brigade S3 of significant changes in collection capabilities. [ARTEP 71-3-MTP, Tasks 71-3-2004/2e].

5)   Monitoring the status of nonattached collection assets operating in the brigade AO. [ARTEP 71-3-MTP, Tasks 71-3-2004/2f].

6)   Monitoring the intelligence nets on a 24-hour basis. [ARTEP 71-3-MTP, Task 71-3-2006/1a].

7)   Setting of "alarms" on ASAS to ensure that target critical information is obtained. [FN-INTEL School].

8)   Ensuring that intelligence collected on BDA related PIR is integrated into the targeting process. [FM 34-1, p. 2-14].

d. The brigade S2 monitors intelligence reports to determine the effectiveness of brigade OPSEC measures. [ARTEP 71-3-MTP, Task 71-3-2010/1].

1)   The brigade S2 determines if brigade OPSEC measures are being implemented.

2)   The brigade S2 coordinates with the DS MI company to focus their force protection evaluations (systems and personnel) to ensure that compliance with specific OPSEC measures.

3)   The brigade S2 compiles data.

e. The brigade S2 section assists the brigade S3 in monitoring the force security battle and compliance with brigade OPSEC directives. [ARTEP 71-3-MTP, Task 71-3-2010/2].

1)   The brigade S2 section coordinates with the DS MI company CI section to determine deficiencies.

2)   The brigade S2 section presents findings to the brigade S3.

3)   The brigade S2 section monitors force security battle to ascertain enemy intentions.

4)   The brigade S2 section confirms compliance with brigade OPSEC directives.

4. **The brigade S2 evaluates reporting of combat information.** [ARTEP 71-3-MTP, Tasks 71-3-2003/1a-j, 71-3-2003/2].

    a. The brigade S2 monitors and maintains synchronization by tracking the flow of the operation and comparing it with requirements described on the intelligence synchronization matrix. [FM 34-2, p. 3-25].

    b. The brigade S2 compares reports to requirements to identify SORs and requirements that the report satisfies. [FM 34-2, p. 3-25].

        1) The brigade S2 determines the validity of incoming information by correlating it against the current database based on the following: [ARTEP 71-3-MTP, Task 71-3-2003/1a-j).

            a) Enemy capabilities.

            b) Analysis of the effects of weather on the operation.

            c) Terrain analysis.

            d) Enemy history.

            e) Types of equipment present.

            f) Disposition of enemy forces.

            g) Personalities of key personnel.

            h) Activity consistent with previous indicators.

            i) Enemy perception of friendly capabilities and COAs.

            j) Enemy capability to conduct deception operations.

        2) The brigade S2 determines if incoming data meets the criteria for a DP, line, or event. [ARTEP 71-3-MTP, Task 71-3-2003/2i].

        3) The brigade S2 determines if incoming data meets the criteria and requirements as specified by selected intelligence products: [AN].

            a) Intelligence estimate. [FM 34-80, p. A-0 to A-29].

            b) Intelligence annex to the OPORD. [FM 34-80, p. A-0 to A-29].

            c) Collection plan. [FM 34-80, p. A-0 to A-29].

d) The BDA requirements. [FM 34-1, p. 2-14].

e) Force protection intelligence. [FM 34-1, p. 2-13].

f) Terrain and weather overlays/matrices. [FM 34-8-2, p. B-1].

   (1) The MCOO.

   (2) Population status overlay.

   (3) Key facilities and target overlay.

   (4) Logistics sustainability overlay.

   (5) Lines of communication overlay.

   (6) Weather effects forecast matrix.

   (7) Critical weather values matrix.

g) Templates and associated matrices. [FM 34-8-2, p. B-1].

   (1) Threat models.

   (2) The ECOAs.

   (3) Event templates/matrix.

   (3) The BOS synchronization matrix.

h) Requests and reports. [FM 34-80, p. A-0 to A-29; AN].

   (1) Graphic INTSUM reports.

   (2) The INTREP reports.

   (3) The TACREP reports.

   (4) The ERTM.

   (5) The RII.

   (6) The RRII.

   (7) The TACELINT reports.

(8) The EWRTM.

e. The brigade S2 section analyzes incoming intelligence and combat information to determine the impact on brigade operations once it is deemed pertinent. [ARTEP 71-3-MTP, Task 71-3-2003/2].

5. **The brigade S2 updates collection planning.** [FM 34-2, pp. 3-28 - 3-29].

a. The brigade S2 provides feedback to collectors and forces capable of exploiting acquired information by: [ARTEP 71-3-MTP, Task 71-3-2003/2k].

1) Relieving the asset managers of further responsibility to collect against the SOR for fully satisfied SORs. [FM 34-2, p. 3-27].

2) Notifying asset managers about SORs which have not been fulfilled, explaining what needs to be acquired for partially satisfied SORs. [FM 34-2, p. 3-27].

3) Notifying asset managers of new SORs designed to exploit cuing opportunities. [FM 34-2, p. 3-27].

4) Requesting additional information from division G2 and subordinate units to fill gaps in intelligence. [ARTEP 71-3-MTP, Task 71-3-2003/2k].

b. The brigade S2 eliminates satisfied requirements and SORs that are overtaken by events from the collection plan and updates logs and records. [FM 34-2, pp. 3-28 - 3-29].

c. The brigade S2 coordinates with the brigade S3 to redirect collection assets to unsatisfied requirements by taking advantage of "excess" capability of undertasked asset managers. [FM 34-2, pp. 28 - 3-29].

d. The brigade S2 directs collection assets to collection opportunities as a result of analysis or combat information. [FM 34-2, pp. 3-28 - 3-29].

e. The brigade S2 maintains synchronization of timelines with DPs and updates or creates necessary templates and matrices. [FM 34-2, pp. 3-28 - 3-29].

f. The brigade S2 adds new prioritized requirements that support the brigade commander's IRs as COAs evolve and the threat situation develops. [FM 34-2, pp. 3-28 - 3-29].

g. The brigade S2 modifies the collection effort to incorporate new information requirements and/or prioritize information which reflects the developing tactical situation and refinements of the commander's guidance.

Outcome 2

Required intelligence information is passed from the subordinate and supporting elements to the brigade S2 or brigade headquarters for subsequent processing.

Task Elements

3.   **The brigade collects intelligence.** [ARTEP 71-3 MTP, Task 71-3-2004].

    a. All brigade and subordinate units report combat information according to the brigade TSOP. [AN].

    b. The brigade S2 directs the intelligence effort.   [ARTEP 71-3-MTP, Task 71-3-2004/1a-c].

        3) The brigade S2 coordinates with collection asset commanders to ensure that collectors are providing required information. [ARTEP 71-3-MTP, Task 71-3-2004/1a-c].

        4) The brigade S2 coordinates with the DS MI company to ensure that it is "acquiring" (or "extracting") digitally accessed intelligence and required information from division and higher sources. [FN-INTEL School].

    c. The brigade S2 section manages the intelligence effort by: [ARTEP 71-3-MTP, Tasks 71-3-2004/2].

        1) Monitoring the current brigade and enemy situation. [ARTEP 71-3-MTP, Tasks 71-3-2004/2b].

        2) Maintaining contact with Bn TF S2s.   [ARTEP 71-3-MTP, Tasks 71-3-2004/2c].

        3) Maintaining the current consolidated brigade collection plan by maintaining the status of reconnaissance, surveillance, and target acquisition support to include: [ARTEP 71-3-MTP, Tasks 71-3-2004/2d].

            a) Scheduled missions.

            b) Missions in progress.

            c) Operational status of MI collectors.

        5) Monitoring the status of nonattached collection assets operating in the brigade AO. [ARTEP 71-3-MTP, Tasks 71-3-2004/2f].

6)   Monitoring the intelligence nets on a 24-hour basis. [ARTEP 71-3-MTP, Task 71-3-2006/1a].

7)   Setting of "alarms" on ASAS to ensure that target critical information is obtained. [FN-INTEL School].

Outcome 3

Brigade collection assets survive and provide continuous intelligence information to the brigade.

Task Elements

1. **The brigade S2 and intelligence collection managers analyze the brigade order, collection plan, and R&S plans.** [ARTEP 71-3 MTP, Tasks 71-3-2001, 71-3-2002].

    b. The brigade S2 processes R&S plans from tasked subordinates: [ARTEP 71-3 MTP, Task 71-3-2002/1a-d].

        1) Coordinates deconflictions.

        2) Ensures that adequate fire support safety control measures are planned with the brigade FSE.

        4) Submits the consolidated brigade collection plan to the division G2 according to the division TSOP.

2. **The brigade S2 section and intelligence collectors prepare for collection.** [FM 34-8-2, p 4-8].

    c. The S2 coordinates collection plans and required support for collectors with the brigade staff and subordinate commanders. [FM 34-8-2, p. 4-8]

        1) The brigade S1 ensures that the personnel and medical system will support the collection plan. [AN].

        2) The brigade S3 ensures that coordination is made, as appropriate, to support the collection plan. [AN].

            a) The brigade S3 notifies brigade elements of UAV overflights. [FN-INTEL School].

            b) The brigade S3 allocates terrain and coordinates security measures for IEW assets operating in the brigade area. [FN-INTEL School].

            c) The brigade S3 approves the brigade S2 refinements to taskings of collection assets, including COLTs, to support the collection plan. [FN-NTC, Bde OC].

        3) The brigade S4 ensures that the logistical system will support the collection plan. [AN].

4) The brigade signal officer ensures that the signal system will support the collection plan. [AN].

    a) The brigade signal officer ensures that the LAN is linked with the WAN to ensure ASAS connectivity. [FN-INTEL School].

    b) The brigade signal officer ensures that any additional signal requirements unique to the collection effort are coordinated and in place before collection begins. [AN].

5) The ABE ensures that: [AN].

    a) Supporting engineer units can support the collection plan. [AN].

    b) All engineer elements have and understand the brigade PIR and know how to report intelligence information. [FN-CGSC, INTEL School].

6) The brigade FSO ensures that: [AN].

    a) Supporting brigade fire support elements can support the collection plan. [AN].

    b) Targeting data and combat information derived from the overall collection efforts is identified and verified. [FM 34-3, p. 7-9].

    c) Target acquisition assets support the collection plan. [FM 34-3, p. 7-10].

    d) The brigade's COLTs are assigned specified collection tasks. [FN-NTC, Bde OC].

    e) All brigade FSEs have and understand the brigade PIR and know how to report intelligence information. [FN-CGSC, INTEL School].

7) The brigade ADA LNO ensures that supporting ADA elements will support the collection plan: [AN].

    a) The brigade air defense officer coordinates UAV flight information with air defense elements and units. [FN-INTEL School].

    b) The brigade air defense officer coordinates the FAAR assets to support the collection plan. [FM 34-3 Chap. 7, p. 7-10].

    c) All brigade ADA elements have and understand the brigade PIR. [FN-CGSC, INTEL School].

8) The brigade Army AVN LNO ensures that: [AN].

    a) The brigade Army aviation officer coordinates UAV flight information with Army aviation units. [FN-CGSC, INTEL School].

    b) The brigade Army aviation officer ensures that supporting Army aviation elements will support the collection plan. [AN].

    c) All Army aviation elements have and understand the brigade PIR. [FN-CGSC, INTEL School].

9) The DS MI company commander ensures that supporting MI elements can support the collection plan: [AN].

    a) The DS MI company tailors incoming intelligence from ASAS, JSTARS, and the CTT to meet the brigade commander's requirements and tasks CI and IPW section. [FN-INTEL School].

    b) The DS MI company elements have and understand the brigade PIR. [FN-INTEL School].

10) Subordinate unit commanders and supporting focus ensure that: [AN].

    a) Their units can support the collection plan. [AN].

    b) All elements have and understand the brigade PIR. [FN-CGSC, INTEL School].

11) Subordinate commanders of AOs in which brigade intelligence teams will operate, ensure that their elements are aware of collection efforts in their area and can support the collection plan. [AN].

12) The brigade S2 coordinates collection plans with adjacent and division intelligence officers. [FM 34-8-2, p. 4-8].

13) All units in direct support to the brigade monitor and communicate intelligence on the O&I net. [FN-NTC, Bde OC].

d. The brigade S2 briefs collection asset commanders, as needed. [FM 34-8-2, p. 4-8].

e. All intelligence collectors conduct rehearsals. [CALL Bulletin, No. 90-9, p. III-6].

f. All intelligence collectors conduct pre-combat checks and know how to report intelligence information. [AN].

g. All brigade and subordinate units are prepared to report information as specified in the brigade TSOP; information includes: [AN].

   1) Combat information.

   2) I&W information. [FM 34-1, p. 2-9; CALL Newsletter, No. 90-8, pp. 1-4].

   3) Force protection information. [FM 34-1, p. 2-13].

   4) BDA information. [FM 34-1, p. 2-14].

   5) Enemy laser use through a brigade TSOP laser intelligence reporting procedure. [CALL Newsletter, No. 90-8, pp. 1-4].

h. The brigade S2 in coordination with the S5 (if assigned), makes provisions to interface with host nation country intelligence sources and civilian sources of information (e.g., local governments). [AN] [CALL Bulletin, No. 90-4, p. 15].

i. The brigade S2 remains current on the capabilities of all available intelligence systems (e.g., who operates them, and how to access them). [FN-INTEL School].

j. The brigade S2 ensures that the brigade S2 section is trained and competent in basic MI tasks and skills and the use of computer technology. [FN-INTEL School].

Outcome 4

Time-sensitive critical intelligence information is passed immediately to appropriate brigade elements.

Task Elements

3.   **The brigade collects intelligence.** [ARTEP 71-3 MTP, Task 71-3-2004].

    c. The brigade S2 section manages the intelligence effort by: [ARTEP 71-3-MTP, Tasks 71-3-2004/2].

        1)   Informing the brigade S3 of significant changes in collection capabilities. [ARTEP 71-3-MTP, Tasks 71-3-2004/2e].

        2)   Monitoring the status of nonattached collection assets operating in the brigade AO. [ARTEP 71-3-MTP, Tasks 71-3-2004/2f].

        3)   Monitoring the intelligence nets on a 24-hour basis. [ARTEP 71-3-MTP, Task 71-3-2006/1a].

        4)   Setting of "alarms" on ASAS to ensure that target critical information is obtained. [FN-INTEL School].

        5)   Ensuring that intelligence collected on BDA-related PIR is integrated into the targeting process. [FM 34-1, p. 2-14].

4.   **The brigade S2 evaluates reporting of combat information.** [ARTEP 71-3-MTP, Tasks 71-3-2003/1a-j, 71-3-2003/2].

    d. The brigade S2 disseminates highly perishable combat information immediately after receipt. [ARTEP 71-3-MTP, Task 71-3-2006/6b].

TASK ANALYSIS
FOR

PROCESS INFORMATION
(CRITICAL COMBAT FUNCTION 3)

AS ACCOMPLISHED BY A BRIGADE

PURPOSE AND OUTCOMES
PROCESS INFORMATION (BRIGADE CCF 3)

This subcomponent identifies what the CCF is supposed to accomplish overall, which we term as the purpose. This subcomponent also identifies the end states or bottom line results necessary to achieve the purpose, which we term outcomes. As a consequence, this subcomponent of the analysis defines the end states that performance of the tasks will accomplish.

PURPOSE

To convert acquired and collected information into timely intelligence that can be used by the brigade commander and all others in the brigade to influence the battle.

OUTCOMES

1. Timely and relevant combat intelligence, recommendations, and indications and warning of hostile action.

2. Intelligence information is presented through updated, verified, and/or modified brigade operational and intelligence products.

FLOW CHART (PLAN, PREPARE, EXECUTE)
PROCESS INFORMATION (BRIGADE CCF 3)

This subcomponent provides a graphical/pictorial description of CCF tasks as they are sequenced within the framework of tactical battle phases (e.g., planning, preparation, execution). The purpose of this subcomponent is to describe: the flow of tasks during each battle phase; vertical task linkages (to higher and lower echelon units) and horizontal task linkages (to other CCF tasks for the echelon being analyzed); and to depict information input and output which affect each task. Although the sequencing of tasks throughout each battle phase is intended to reflect the flow of tasks, tasks may be performed concurrently or may overlap with preceding or subsequent tasks.

Each echelon is described by the echelon on the left of the flow chart; a horizontal line depicts the flow of tasks by sequence, reading left to right. The horizontal line for the echelon being analyzed is thicker than all other echelon horizontal lines.

Tasks from the CCF task list are applied to the echelon line in the sequence in which they occur. The tasks are depicted in a task box. Inside and to the upper left of each task box is placed the task number of the appropriate task as listed in the task list.

The linkages of tasks, both vertically and horizontally, are depicted with lines. Arrowheads are placed on lines to depict linkages or interaction with other tasks. The linkage or interaction between these tasks is detailed in the task list.

Figure 23 illustrates the Bn or Bn TF task contributing to or otherwise supporting the Bde task.
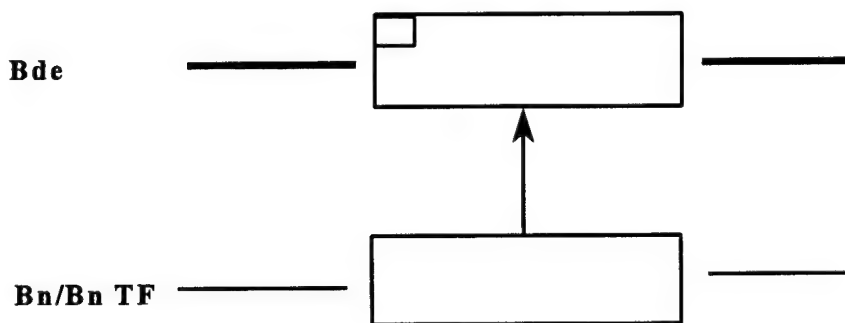
Figure 23. Battalion or battalion task force task supporting the brigade task.

Figure 24 illustrates the Bde task contributing to or otherwise supporting the Bn or Bn TF task.
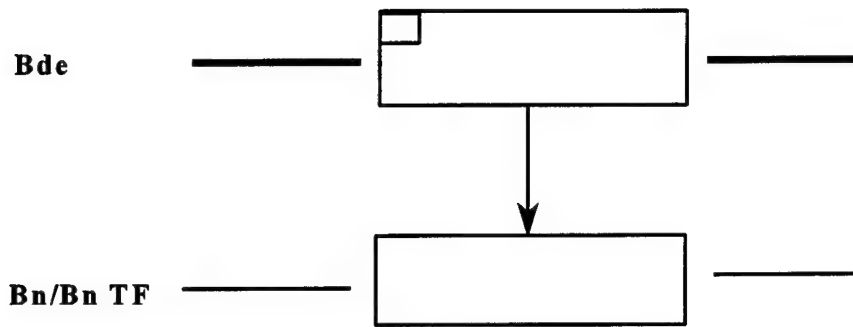
Figure 24. Brigade task supporting the battalion or battalion task force task.

Figure 25 illustrates both Bde and Bn or Bn TF tasks contributing to or otherwise interacting with each other.
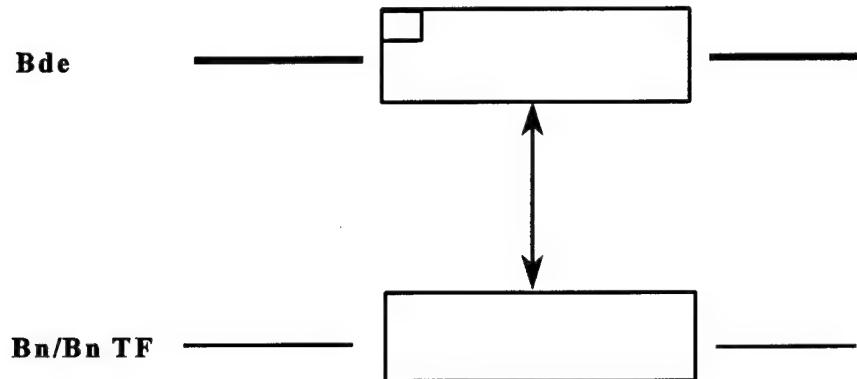
Figure 25. Brigade and battalion or battalion task force tasks interacting with each other.

Lines with no arrowheads reflect a task and its subordinate sub-tasks. Figure 26 illustrates this association.
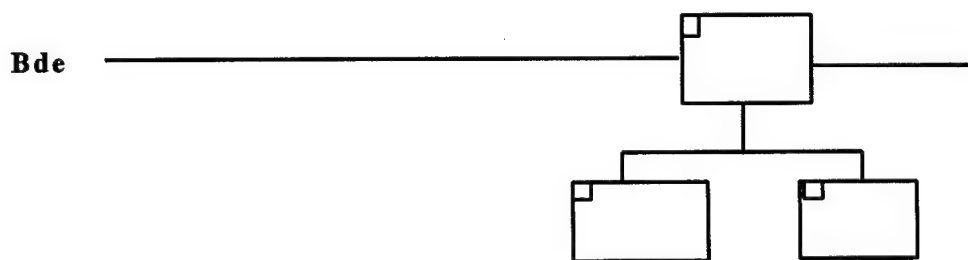
Figure 26. Example of a task and its subordinate sub-tasks.

Inputs and/or outputs, as contained in the Key Inputs and Outputs subcomponent (section 5) of this CCF TA are also reflected on the flow charts. The relevant input and/or output letter listed in the Key Inputs and Outputs subcomponent is listed on the outside upper right of the task box. Information input and output for each relevant task is depicted to demonstrate input information which is required to perform the task and output information which is produced as a result of performing the task. Figure 27 illustrates how inputs and outputs are depicted.

Bde
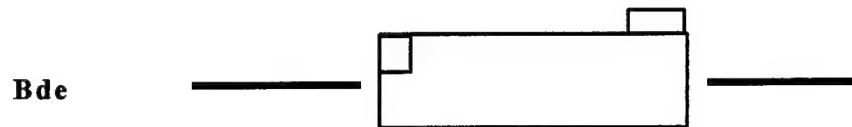
Figure 27. Example of how inputs and outputs are depicted.

The TSOPs are depicted on the flow charts. Although TSOPs are inputs, they are relevant to the performance of all tasks. Because of this relevancy, they are illustrated differently than all other inputs (as described in figure 27). TSOPs are illustrated as separate boxes, located before the first task on the echelon line. Figure 28 illustrates the placement of TSOPs boxes.

TSOP

Bde
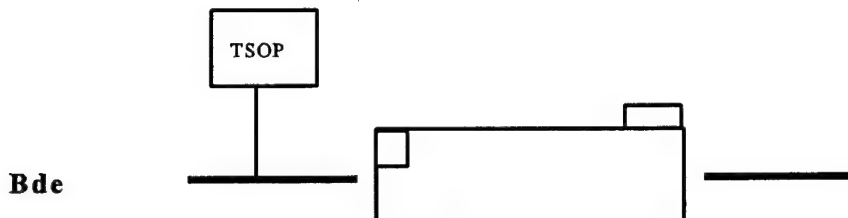
Figure 28. Placement of TSOPs boxes.

CCF 3 - Process Information

Division

Intelligence Information Reported or Distributed → Screen and Record Info → Dissemination of:
- Highly perishable combat info
  - Targeting info
  - Requests additional info to fill intel gaps
→ Disseminate Intelligence

Brigade

Receipt of intelligence information

D2; Bde 1,2,3,4
1 The S-2 section records information into the database → Integration of Targeting Data

Bde 2,3,4
2 The S-2 evaluates information
- Highly perishable combat info reported
- Targeting info reported
- Requests for Intel info

Bde 1,2,3,4,5,6,7
3 The S-2 section conducts an analysis to convert info into intelligence → Coordination of Targeting Info

Dissemination of:
- Highly perishable combat info
  - Targeting info
  - Requests additional info to fill intel gaps
→ CCF 4 Disseminate Intelligence

Targeting info/taskings
- Highly perishable combat info passed
- Request for additional info/intel
→ Update of Products & Prepare Intel Reports → Disseminate Intelligence

DS MI CO

Intelligence Information Reported → Screen & Record Info

- Highly perishable combat info reported
- Targeting info reported
- Requests additional info to fill intel gaps

Dissemination of:
- Highly perishable combat info reported
  - Targeting info reported
  - Requests additional info to fill intel gaps
→ Update Products & Prepare Intel Reports → Disseminate Intelligence

Task Forces and Supporting Units (FA BN, FSB, Engr BN, AD Btry, MP Plt)

Intelligence Info Reported → Screen & Record Info

- Highly perishable combat info
- Targeting info
- Requests for Intel info

NOTE: Processing (CCF 3), Collecting (CCF 2), Dissemination (CCF 4) functions, though illustrated as sequential tasks, generally occur concurrently with each other in the Plan, Prepare, and Execute battle phases and overlap with CCF 1- Planning

This subcomponent links the tasks performed as a part of this function with the tasks performed in other CCFs or by other units. The purpose of this subcomponent is to allow the trainer or training developer to incorporate related tasks and participants into a training exercise for this CCF. Tasks which link to this analysis have been extrapolated for CCFs/type units for which TAs have not been accomplished. For tasks extracted from published CCF TAs, the task number is provided.

TASKS	LINKS TO OTHER CCFS/UNITS
1. The brigade S2 section records information into the database.	Division CCF 4. - Task: The division G2 disseminates intelligence and information. Brigade CCF 15. - Task 25: The brigade targeting team receives the results of target attacks and performs combat assessment. Brigade CCF 18. - Task 1: The brigade establishes and maintains communications systems that allow communications and database access with higher, lower, adjacent, and supporting units and staffs. Brigade CCF 19. - Task1: Brigade CPs acquire, evaluate, and communicate information and maintain status. - Task 5: The brigade establishes and maintains communications systems that allow communications and database access with higher, lower, adjacent, and supporting units and staffs. Brigade CCF 20. - Task 2: Brigade CPs support synchronization by acquiring, evaluating, and communicating information. - Task 5: The brigade establishes and maintains communications systems that

allow communications and databaseaccess with higher, lower, adjacent, and supporting units and staffs.

DS MI Company CCF 4.
- Task: The DS MI company commander disseminates intelligence and information.

Bn TF CCF 4.
- Task 4: Bn TF S2s disseminate intelligence and information.

DS Engineer Battalion CCF 4.
- Task: The engineer battalion S2 disseminates intelligence and information.

DS FA Battalion CCF 4.
- Task: The FA battalion S2 disseminates intelligence and information.

FSB CCF 4.
- Task: The FSB S2/3 section disseminates intelligence and information.

MP Platoon CCF 4.
- Task: The MP platoon leader disseminates intelligence and information.

ADA Battery CCF 4.
- Task: The ADA battery commander disseminates intelligence and information.

2.   The brigade S2 evaluates information.

Brigade CCF 15.
- Task 25: The brigade targeting team receives the results of target attacks and performs combat assessment.

Brigade CCF 19.
- Task 1: Brigade CPs acquire, evaluate, and communicate information and maintain status.

Brigade CCF 20.
- Task 2: Brigade CPs support synchronization by acquiring, evaluating, and communicating information.

3.   The brigade S2 section conducts an analysis to convert information into intelligence.

Division CCF 4.
- Task: The division G2 section provides the brigade S2 with required intelligence to fill information gaps.

Brigade CCF 15.
- Task 25: The brigade targeting team receives the results of target attacks and performs combat assessment.

Brigade CCF 19.
- Task 1: Brigade CPs acquire, evaluate, and communicate information and maintain status.

Brigade CCF 20.
- Task 2: Brigade CPs support synchronization by acquiring, evaluating, and communicating information.

DS MI Company CCF 4.
- Task: The DS MI company commander disseminates intelligence and information to fill information gaps.

Bn TF CCF 4.
- Task 4: Bn TF S2s disseminate intelligence and information to fill information gaps.

DS Engineer Battalion CCF 4.
- Task: The engineer battalion S2 disseminates intelligence and information to fill information gaps.

Battalion CCF 4.
- Task: The FA battalion S2 disseminates intelligence and information to fill information gaps.

FSB CCF 4.
- Task: The FSB S2/3 section disseminates intelligence and information to fill information gaps.

MP Platoon CCF 4.
- Task: The MP platoon leader disseminates intelligence and information to fill information gaps.

Air Defense Battery CCF 4.
- Task: The ADA battery commander disseminates intelligence and information to fill information gaps.

KEY PARTICIPANTS BY TASK
PROCESS INFORMATION (BRIGADE CCF 3)

This subcomponent identifies the training audience for training events for the related tasks. It is based on the appropriate echelon/type unit TOE and includes special staff (as per appropriate doctrinal reference) critical for the task accomplishment. The purpose of this subcomponent is to help commanders and trainers to identify the training audience required for a training event.

TASKS	PARTICIPANTS
1. The brigade S2 section records information into the database.	S2, S2 section, SR INTEL NCO
2. The brigade S2 evaluates information.	S2, S2 section, SR INTEL NCO, DS MI Co Cdr, FSO/targeting officer, assistant S3, S3 section
3. The brigade S2 section conducts an analysis to convert information into intelligence.	S2, S2 section, Sr Intel NCO, DS MI Co Cdr, FSO/targeting officer

KEY INPUTS AND OUTPUTS
PROCESS INFORMATION (BRIGADE CCF 3)

This subcomponent identifies critical input information required by participants to successfully accomplish the CCF. Where information results from the performance of the CCF tasks, CCF information output will be identified. One CCF's information output normally is provided as another CCF's input. Critical input and output information is organized by the specific part of the doctrinal product or means used to communicate it. The source of critical information identified is specific only to the CCF echelon and function being analyzed, and is not intended to reflect all the information the product may contain. The purpose of this subcomponent is to identify information required to drive a training exercise for this CCF and to establish standards for measuring the performance of CCF tasks resulting in information output.

KEY INPUTS

D - 1   DIVISION TSOPs

    a. Battle command procedures.

        1)   Orders and plans.

        2)   The CP communications.

        3)   Reports.

    b. Control procedures.

        1)   Brevity codes.

        2)   Terrain index reference system.

        3)   Recognition techniques.

        4)   Signals.

        5)   Alarms and warnings.

        6)   Fixed call signs.

    c. Intelligence and security procedures.

        1)   General guidance.

        2)   The NAI/TAI procedures.

       3) Document security.

       4) The EPW procedures.

       5) Captured document and equipment procedures.

D - 2   COLLECTED GUIDANCE AND INFORMATION FROM THE DIVISION COMMANDER AND STAFF

  a. Intelligence reports.

  b. Division SITREPS.

  c. Spot reports/highly perishable combat information.

  d. Intelligence databases.

  e. The WARNO.

  f. FRAGOs.

BDE - 1   BRIGADE TSOPs

  a. Battle command procedures.

       1) The CP communications.

       2) Reports.

  b. Control procedures.

       1) Brevity codes.

       2) Terrain index reference system.

       3) Recognition techniques.

       4) Signals.

       5) Alarms and warnings.

       6) Fixed call signs.

  c. Signal procedures.

d. Intelligence and security procedures.

    1) General guidance.

    2) The NAI/TAI procedures.

    3) Document security.

    4) The EPW procedures.

    5) Captured document and equipment procedure.

BDE - 2   BRIGADE OPORD

a. Portions of the five paragraph operations order:

    1) Para 1. situation, a. enemy forces.

    2) Para 3. execution,

        a) Concept of operation, (4) intelligence and (5) EW.

        b) Tasks to maneuver units - intelligence collection taskings.

        c) Tasks to combat support units - intelligence collection taskings.

        d) Coordinating instructions, (2) CCIR.

b. Collection plan and intelligence annex with graphics/overlays.

    1) Situation template.

    2) The MCOO.

    3) Event template.

    4) The NAI, TAI.

    5) The CCIR, PIR and IR.

    6) Intelligence acquisition tasks.

    7) Measures for handling personnel, documents, and material.

    8) Assets available for collection of information and intelligence.

    c. Operations overlays/concept of operation.

        1)   Graphics.

        2)   The DST, synchronization matrix.

BDE - 3 COLLECTED GUIDANCE AND INFORMATION FROM BRIGADE COMMANDER AND STAFF

    a. Brigade commanders SITREP.

    b. Intelligence reports/updates.

    c. Intelligence databases.

    d. The SPOTREPs/highly perishable combat information.

    e. Changes to CCIR/PIR/IR.

BDE - 4 COLLECTED REPORTS AND INFORMATION FROM SUBORDINATE BRIGADE ELEMENTS AND OTHER UNITS

    a. Spot reports/highly perishable combat information.

    b. Subordinate, supporting, and other brigade commander's situation reports.

    c. Intelligence reports.

    d. The TF R&S plans.

    e. The BDA reports.

    f. Force protection information.

    g. The I&W information.

    h. Captured documents and EPW information.

    i. Intelligence databases.

KEY OUTPUTS

BDE - 5   UPDATED   GUIDANCE   AND   INFORMATION   FROM   BRIGADE COMMANDER AND STAFF

    a. Updated intelligence products.

        1)   The SITMAP.

        2)   Intelligence estimate.

        3)   Intelligence annex for future operations.

        4)   Adjusted collection plan.

        5)   The BDA database.

        6)   Force protection intelligence.

        7)   Terrain and weather overlays/matrices.

    b. Updated templates and associated matrices.

        1)   The ECOAs.

        2)   Event templates/matrix.

        3)   Decision support template.

    c. Updated requests and reports.

        1)   Graphic INTSUM reports.

        2)   The INTREP reports.

        3)   The TACREP reports.

        4)   The ERTM.

        5)   The RII.

        6)   The RRII.

        7)   The TACELINT reports.

8) The EWRTM.

BDE - 6   BRIGADE WARNING ORDERS

a. The CCIR of brigade commander.

b. Graphics.

c. Enemy situation.

d. Assets available for collection of information and intelligence.

e. Task organization.

BDE - 7   BRIGADE FRAGOS

a. Changes to area of operation. Required maps (if different from current OPORD).

b. Current enemy situation.

c. Commander's new CCIR.

d. Task organization (if changed).

e. Concept of the operation (intelligence support).

f. Orders for preparatory actions (reconnaissance, surveillance, observation).

TASK LIST
PROCESS INFORMATION (BRIGADE CCF 3)

The purpose of this subcomponent is to identify, organize, and list in logical sequence all of the tasks and subtasks necessary to perform this function. Normally, the primary participants responsible for performing the task are identified. The tasks were extracted from the appropriate doctrinal publications and sources. The specific sources of reference for each task and subtask are shown in brackets [ ] following the task.

In many instances, the wording of the task has been changed from the text found in the ARTEP-MTP or FM to add clarity, context, or meaning. The references allow the user to refer to the original source material for further detail and context, if desired.

For tasks selected from an ARTEP-MTP, the task number has been expanded with a slash (/) to identify the sub-task and standard reflected in the ARTEP-MTP task. To illustrate: a task referenced as [ARTEP 71-3-MTP, 71-3-4001/4c] was derived from ARTEP 71-3-MTP, the Mission Training Plan for the Heavy Brigade Command Group and Staff, and identifies brigade S4 section task "71-3-4001, Conduct Logistical Planning," sub-task "4," "Prepares plans and orders," standard or subelement "c."

For tasks derived from an FM, the FM number and page number have been provided as a reference. For example, the reference for a task "The brigade commander demonstrates understanding of mission and higher commander's intent during confirmation briefing to the division commander" would be [FM 101-5, p. 1-9].

Some tasks and subtasks needed to define the function are not contained in ARTEP-MTPs nor can they be derived from FMs. Tasks and subtasks were identified to fill such gaps and were developed during coordination visits with various Army schools, FORSCOM units, and CTCs. These tasks are listed as field notes [FN] and are annotated with their source. For example, tasks identified by CSS OCs at the NTC would be referenced as [FN-NTC CSS OCs]. Still other tasks and subtasks were identified based on review of newsletters and other documents published by the CALL which capture lessons learned from Army units relevant to DTTP. Tasks derived from CALL publications are referenced as Lessons Learned [LL] with the appropriate document and page number provided. For example, a task extracted from CALL Newsletter 95-6, "National Training Center's 'Fighting with Fires'" is referenced as [LL-CALL Newsletter 95-6, p. 16].

In some cases, the analysis of the CCF resulted in the identification of tasks for which no doctrinal references could be determined. Such tasks were selected based on author experience and a careful study of relevant doctrine. These tasks are referenced as author notes [AN].

Full references for all the source material are listed in the reference section.

1. **The brigade S2 section records information into the database**. [ARTEP 71-3 MTP, Task 71-3-2008].

    a. The brigade S2 determines if the incoming information contributes to the development of urgent intelligence; if so, he takes steps to record simultaneously with or after evaluation and analysis. [FM 34-3, p. 2-5; ARTEP 71-3 MTP, Task 71-3-2003/2a].

    b. The brigade S2 section processes intelligence and combat information being passed on to the division and brigade O&I nets by: [ARTEP 71-3 MTP, Task 71-3-2006/1].

        1) Monitoring the intelligence nets on a 24-hour basis.

        2) Recording all transmissions (gist or notation).

        3) Devising a method to log and track all messages.

        4) Following proper COMSEC procedures.

    c. The brigade S2 section uses a system to track message traffic and significant activities that meet the following criteria: [ARTEP 71-3 MTP, Task 71-3-2006/2].

        1) Records the chronological order of messages based on time of receipt.

        2) Records as a minimum, the following enemy information:

            a) Type of activity.

            b) Size and type of unit, if known.

            c) Time of activity.

            d) Location of activity.

            e) Time message transmitted.

            f) Who transmitted the message.

            g) Who received the message.

            h) Action taken with message.

            i) Initials of the radiotelephone operator (RTO).

d. The brigade S2 maintains a current SITMAP that at a minimum has: [ARTEP 71-3 MTP, Task 71-3-2006/3, Task 71-3-2008/1, Task 71-3-2003/21].

 1) The enemy situation posted in accordance with FM 101-5-1 symbols or as directed by TSOP. [ARTEP 71-3 MTP, Task 71-3-2006/3a, FM 101-5-1].

 2) Annotated date-time-group (DTG) of the indicated activity. [ARTEP 71-3 MTP, Task 71-3-2006/3b].

 3) Organized information for easy reference such as: [ARTEP 71-3 MTP, Task 71-3-2006/3c, Task 71-3-2008/1b].

  a) Enemy strengths and losses. [ARTEP 71-3 MTP, Task 71-3-2006/3, Task 71-3-2008/1b].

  b) PIR/IR listing. [ARTEP 71-3 MTP, Task 71-3-2006/3, Task 71-3-2008/1b].

  c) List of applicable indicators (e.g., nuclear delivery systems). [ARTEP 71-3 MTP, Task 71-3-2006/3, Task 71-3-2008/1b].

  d) Current weather forecast. [ARTEP 71-3 MTP, Task 71-3-2006/3, Task 71-3-2008/1b].

  e) Current light tables. [ARTEP 71-3 MTP, Task 71-3-2006/3].

  f) Current locations of intelligence collection systems. [ARTEP 71-3 MTP, Task 71-3-2006/3].

  g) Current brigade consolidated R&S plan. [ARTEP 71-3 MTP, Task 71-3-2006/3].

 4) Current brigade and enemy situation. [ARTEP 71-3 MTP, Task 71-3-2008/1a].

e. The brigade S2 maintains an intelligence database that includes enemy: [ARTEP 71-3 MTP, Task 71-3-2008/2].

 1) Composition.

 2) Disposition.

 3) Strengths.

 4) Tactics.

 5) Training status.

6) Logistics situation.

7) Combat effectiveness.

8) EW capability.

9) Miscellaneous.

f. The brigade S2 section works with the brigade FSE to maintain a BDA database. [ARTEP 71-3-MTP 71-3-2006/3c].

g. The brigade S2 section ensures that intelligence collected on BDA-related PIR is integrated into the targeting process. [FM 34-1, p. 2-15]

2. **The brigade S2 evaluates information**. [FM 34-3, p. 2-13].

a. The brigade S2 and brigade S2 section determine the relevance of the information by clearly understanding the brigade PIR and CCIR during processing and analysis. [FM 34-3, p. 2-14].

1) The brigade S2 compares incoming data with the intelligence estimate. [ARTEP 71-3 MTP, Task 71-3- 2005/2a].

2) The brigade S2 determines the validity of incoming data by comparing it against previously developed products: [ARTEP 71-3 MTP, Task 71-3- 2005/2b,2c].

    a) List of intelligence indicators.

    b) Intelligence workbook/database.

    c) PIR/IR/SIR.

    d) SITMAP.

3) The brigade S2 evaluates information and intelligence with regard to: [ARTEP 71-3 MTP, Task 71-3-2005/2d].

    a) Enemy strengths and vulnerabilities.

    b) Weather.

    c) Terrain.

    d) Training.

e) Tactics.

f) Doctrine.

g) Disposition.

h) Personalities.

i) Indicators.

4) The brigade S2 determines if information is targetable or has targeting potential. [ARTEP 71-3 MTP, Task 71-3- 2006/4].

b. The brigade S2 determines the reliability of the information source using the following criteria: [FM 34-3, p. 2-14].

1) Previous experience with the source or agency.

2) Appraisal of source's reliability based on its motivation, intelligence, education, and opportunity to observe reported activity.

3) Past record of reliability of troop units based on knowledge of their training, experience, and past performance.

c. The brigade S2 determines the credibility of incoming information based on: [FM 34-3, p. 2-14].

1) The possibility for the reported fact or event to have taken place.

2) Absence of inconsistent information in the report.

3) Confirmation or corroboration of report by information from different sources.

4) Comparison of conflicting reports to determine which report is most likely to be true.

3. **The brigade S2 section conducts an analysis to convert information into intelligence.** [FM 34-3, p. 2-17].

a. The brigade S2 determines if relevant data impacts on brigade operations. [ARTEP 71-3 MTP, Task 71-3-2003/2, Task 71-3-2005/2].

1) The brigade S2 identifies highly perishable combat information. [ARTEP 71-3 MTP, Task 71-3-2003/2].

a) The brigade S2 passes highly perishable data to the maneuver unit S2s immediately after receipt. [ARTEP 71-3 MTP, Task 71-3-2003/2].

b) The brigade S2 passes highly perishable and targeting quality combat information to the S3 and higher headquarters for immediate action. [ARTEP 71-3 MTP, Task 71-3-2003/2].

2) The brigade S2 compares information with intelligence requirements (IR and PIR). [ARTEP 71-3 MTP, Task 71-3-2003/2].

3) The brigade S2 compares information with the brigade commander's list of HPTs. [ARTEP 71-3 MTP, Task 71-3-2003/2].

4) The brigade S2 compares incoming data with information on brigade units posted on the brigade S3 operations map. [ARTEP 71-3 MTP, Task 71-3-2006/5a].

5) The brigade S2 determines if data is an indicator of a specific ECOA. [ARTEP 71-3 MTP, Task 71-3-2003/2].

6) The brigade S2 analyzes data based on predetermined key terrain, avenues of approach, trafficability data, and lines of communication to determine how new activity fits into the entire intelligence picture. [ARTEP 71-3 MTP, Task 71-3-2003/2].

7) The brigade S2 determines if incoming data meets the criteria for a decision point (DP), line, or event. [ARTEP 71-3 MTP, Task 71-3-2003/2].

b. The brigade S2 analyzes and refines collected information and converts it to intelligence products. [ARTEP 71-3 MTP, Task 71-3-2008/3].

1) Continues to evaluate the brigade AI.

2) Continues to refine the terrain analysis for the brigade AO.

3) Refines and integrates weather analysis products provided by the division G2.

4) Refines threat evaluation.

5) Templates require continuous updating throughout all aspects of operational planning and execution. [CALL Compendium, Volume I, Fall 88, pp. 3 - 4].

c. The brigade S2 verifies IPB products by continuously updating the INTEL picture using current collected information to refine the intelligence analysis. [FM 34-3, p. 2-17].

    1) The brigade S2 assesses information to form a logical picture or hypothesis of enemy actions from the enemy's perspective. [FM 34-3, p. 2-17].

        a) The brigade S2 conducts an analysis of all hypotheses to determine the indicators that should exist if the hypothesis is a valid one. [FM 34-3, p. 2-17].

            (1) The brigade S2 collates incoming information with existing intelligence to determine if new enemy activities are in agreement with hypothesized ECOA and current activities. [ARTEP 71-3 MTP, Task 71-3-2003/2j].

            (2) The brigade S2 projects future enemy dispositions based on the enemy analysis template. [ARTEP 71-3 MTP, Task 71-3-2003/2m].

        b) The brigade S2, as time allows, tests all hypotheses to verify the existence or nonexistence of these indications. [FM 34-3, pp. 2-17 - 2-18].

    2) The brigade S2 coordinates with selected brigade staff members to test hypotheses and to develop intelligence updates and products. [AN].

        a) The brigade S2 provides the brigade CHEMO an estimate of the enemy's ability to employ NBC. [ARTEP 71-3 MTP, Task 71-3-2005/2f].

        b) The brigade S2 section provides input to the brigade S2 to assist in the development of: [ARTEP 71-3 MTP, Task 71-3-2005/2g].

            (1) Command information analysis.

            (2) OPSEC analysis.

            (3) EW analysis.

            (4) Tactical deception plan.

    3) The brigade S2 analysis of enemy intentions either validates or changes original intelligence products. [AN].

    4) The brigade S2 section coordinates with the brigade targeting officer and determines if information is targetable or has targeting potential. [ARTEP 71-3 MTP, Task 71-3-2006/4].

a) The brigade S2 disseminates target locations to the brigade FSE. [ARTEP 71-3 MTP, Task 71-3-2006/4f].

b) The brigade S2, with the brigade S3 and brigade FSE, determines the apparent impact on brigade operations if the target in question has been eliminated or suppressed by fires. [ARTEP 71-3 MTP, Task 71-3-2006/4c].

c) The brigade S2 determines the impact on ECOA resulting from the elimination or suppression of selected targets. [ARTEP 71-3 MTP, Task 71-3-2006/4d].

d) The brigade S2, with the brigade targeting officer determines the exact location (to six digits) of all prospective targets. [ARTEP 71-3 MTP, Task 71-3-2006/4e].

e) The brigade S2, with the DS MI company commander, brigade S3, and BSO, determines impact of nonlethal fires (EW). [ARTEP 71-3 MTP, Task 71-3-2006/4g].

f) The brigade S2 section analyzes enemy targets in conjunction with the brigade FSO and brigade FSE considering: [ARTEP 71-3-MTP 71-3-9004/1b].

   (1) Target value analysis (TVA).

   (2) Brigade commander's engagement priorities.

   (3) Accuracy of target location.

   (4) Target characteristics (such as composition, degree of protection, size, shape, and mobility)

   (5) Terrain and weather.

   (6) Weapons and munitions available.

g) The brigade S2 section works with the brigade FSE to perform BDA by selecting the appropriate agency to determine damage assessment. [ARTEP 71-3-MTP 71-3-9003/3b].

h) The brigade S2 section ensures that intelligence collected on BDA-related PIR is integrated into the targeting process. [FM 34-1, p. 2-15].

    i)   The brigade S2 section develops and maintains a graphic portrayal of enemy formations, weapons systems and other key systems to depict enemy losses and to track enemy losses, intentions, and capabilities. [FN-NTC, Bde INTEL OC].

   5)   The brigade S2 analyzes BDA graphics and interprets the impact of enemy force losses on ECOAs . [FN-NTC, Bde INTEL OC].

   6)   The brigade S2 with the brigade CHEMO, estimates the effects of enemy-delivered smoke munitions and NBC weapons on brigade operations. [ARTEP 71-3 MTP, Task 71-3-2005/2e].

d.   The brigade S2 section updates intelligence products. [AN].

   1)   The brigade S2 section updates the SITMAP. [ARTEP 71-3 MTP, Task 71-3-2003/21].

   2)   The brigade S2 periodically prompts a review of friendly vulnerabilities and the enemy's ability for exploitation. [FM 34-1, p. 2-14].

   3)   The brigade S2 section updates selected products: [AN].

     a)   Intelligence estimate. [FM 34-80, p. A-0 to A-29].

     b)   Intelligence annex to the OPORD. [FM 34-80, p. A-0 to A-29].

     c)   Collection plan. [FM 34-80, p. A-0 to A-29].

     d)   BDA database and requirements. [FM 34-1, p. 2-14].

     e)   Force protection intelligence requirements. [FM 34-1, p. 2-13].

     f)   Terrain and weather overlays/matrices: [FM 34-8-2, p. B-1].

       (1)   MCOO.

       (2)   Population status overlay.

       (3)   Key facilities and target overlay.

       (4)   Logistics sustainability overlay.

       (5)   Lines of communication overlay.

       (6)   Weather effects forecast matrix.

(7)   Critical weather values matrix.

4)   Templates and associated matrices: [FM 34-8-2, p. B-1].

a) Threat models.

b) ECOAs.

c) Situation/event templates/matrix.

d) Intelligence information for the BOS synchronization matrix.

5)   Requests and reports: [FM 34-80, p. A-0 to A-29; AN].

a) Graphic INTSUM reports.

b) INTREP reports.

c) TACREP reports.

d) ERTM.

e) RII.

f) RRII.

g) TACELINT reports.

h) EWRTM.

e. The brigade S2 requests additional information from the division G2 and subordinate units to fill gaps in intelligence. [ARTEP 71-3 MTP, Task 71-3-2003/2].

LESSONS LEARNED INTEGRATED INTO TASK LIST
PROCESS INFORMATION (BRIGADE CCF 3)

This subcomponent identifies the lessons learned extracted from the U.S. Army CALL publications relevant to performing this CCF. The lessons learned are organized and listed by the appropriate task in the CCF task list. Where appropriate to address the absence of a task in an ARTEP-MTP, the lessons learned have been structured as tasks and are included in the detailed task list as subtasks. The purpose of the lessons learned subcomponent is to provide the user with the most recent TTPs associated with the performance of the tasks in this CCF.

1. **The brigade S2 section records information into the database.**

   LL - The commander and XO should ensure that the tracking of enemy events related to the commander's intent during the battle is coordinated. [CALL CTC's Bulletin, No. 93-4, p. 27].

   LL - In-depth, current biographic databases including facial photos must be maintained for all contingency missions. [CALL Bulletin, No. 90-9, p. III-6].

   LL - Make provisions to interface with host country intelligence sources (military and civilian). [CALL Bulletin, No. 90-4, p. 15].

2. **The brigade S2 evaluates information.**

   LL - Very few civilians are encountered in desert operations, and information they give should be treated with caution. [CALL Newsletter, No. 90-7, pp. 22-25].

   LL - Area of expertise of analysts, HUMINT specialists, and intelligence officers is an intangible element. Ample training and refresher visits to the operational area must be provided.

   Personnel that have served within the operational area must be tracked and properly utilized within the command. [CALL Bulletin, No. 90-9, p. III-6].

   LL - Evaluate intelligence requirements early on.

   Determine what information is suitable for exchange with host country forces and the processing requirements. [CALL Bulletin, No. 90-4, p. 15].

3. **The brigade S2 section conducts an analysis to convert information into intelligence.**

   LL - Use photo assets readily available to give commanders updated views of AOs prior to unit deployment. This will assist them and their staffs in the planning process. [CALL Newsletter, No. 93-7, pp. 16-20].

LL - The commander and XO should ensure that the tracking of enemy events related to the commander's intent during the battle is coordinated [CALL CTC's Bulletin, No. 93-4, p. 27].

LL - All key leaders and staff must realize that the IPB process never stops. Templates require continuous updating throughout all aspects of operational planning and execution. Notifying all key personnel of all significant changes is critical to the process. The IPB is not a process separate and distinct from all the other staff processes. It applies staff actions to gathering information toward answering certain questions relative to the ongoing mission. [CALL Compendium, Volume I, Fall 88, pp. 3 - 4].

GATE TASKS
PROCESS INFORMATION (BRIGADE CCF 3)

This subcomponent identifies critical individual or collective tasks upon which the performance of each CCF task identified in the Task List is dependent. In order to ensure efficient and safe training of the major task, the participants should have first achieved mastery in performing these gate tasks.

The officers, NCOs, and soldiers listed in this subcomponent are based on the TO&E for the echelon and type unit being analyzed. In some cases, the MQS and STPs for those officers, NCOs, and soldiers may not have yet been published or are being revised. In such an instance, existing MQS and STP publications were used to identify gate tasks which are still relevant. This may result in the identification of gates tasks derived from another proponent MQS or STP publication (e.g., an infantry STP task listed as relevant to a field artillery MOS).

In other cases, the Army has designated a new MOS to replace the MOS listed in the TOE. In such an instance, the analyst selected tasks from STPs for like/similar MOSs or tasks from the original TOE MOS to depict those tasks which must still be performed.

Based on the analyst's analysis and review of doctrine, gate tasks may be identified for which there is no published doctrine.

CCF TASKS

1. The brigade S2 section records information into the database.

INDIVIDUAL/COLLECTIVE GATE TASKS

Brigade S2 (STP 34-35II-MQS)
- Record intelligence and combat information (01-3381.39-4003).
- Direct recording and evaluation of information (01-3381.41-5001).

Brigade S2 section (ARTEP 34-245-10-DRILL)
- Recording intelligence information (Drill 1).

SR INTEL NCO (STP 34-96B14-SM-TG)
- Supervise preparation/maintenance of situation map by subordinate personnel (301-336-3051).

Officer Common Tasks for: S2, S2 Section, DS MI Co Cdr (STP 21-II-MQS, Common Tasks)
- Communicate effectively as a

commander or staff officer (03-9001.12-0003).
- Brief to inform, persuade, or direct (01-9007.01-0250).
- Process captured material (03-3711.13-0001).

(ARTEP 34-245-10-DRILL)
- Record intelligence information (Drill 1).

NCO Common Tasks for: All Primary and Special Staff NCOs involved in data base management
(STP 34-96B14-SM-TG)
- Supervise preparation/maintenance of situation map by subordinate personnel (301-336-3051).

(ARTEP 71-3-MTP)
- Perform duties in a TOC or A/L CP (7-1-3904/3036).
- Prepare operational journals (71-3-2006(2).
- Advise and assist staff on elements of BOS that support/impact their staff function (71-3-0001).

(ARTEP 34-245-10-DRILL)
- Record intelligence information (Drill 1).

2. The brigade S2 evaluates information.

Brigade S2 (STP 34-35II-MQS)
- Conduct all-source intelligence analysis (01-3381.41-4014).
- Prepare OB studies (01-3381.41-4015).
- Analyze intelligence and combat information (01-3381.39-4004).
- Conduct target development (01-3381.01-4017).
- Direct recording and evaluation of information (01-3381.41-5001).
- Direct analysis and dissemination of information (01-3381.41.5002).

Brigade S2 section (ARTEP 34-245-10-DRILL)
- Record intelligence information (Drill 1).

Brigade SR INTEL NCO (STP 34-96B14-SM-TG)
- Supervise preparation/maintenance of situation map by subordinate personnel (301-336-3051).

DS MI Co Cdr (STP 34-35II-MQS)
- Conduct all-source intelligence analysis (01-3381.41-4014).
- Prepare OB studies (01-3381.41-4015).
- Analyze intelligence and combat information (01-3381.39-4004).
- Conduct target development (01-3381.01-4017).
- Direct recording and evaluation of information (01-3381.41-5001).
- Direct analysis and dissemination of information (01-3381.41.5002).

Brigade FSO/Targeting Officer (STP 6-13II-MQS, Artillery)
- Interpret threat organization and equipment (01-2660.00-2004).
- Direct the evaluation and dissemination of intel reports using TACFIRE (01-2770.01-0114).
- Direct the establishment of and verify commander's criteria (01-2770.01-0115).

Officer Common Tasks for: S2, S2 Section, DS MI Co Cdr, Asst S3, S3 Section, FSO/Targeting Officer (STP 34-35II-MQS)
- Analyze intelligence and combat information (01-3381.39-4004).
- Conduct target development (01-3381.01-4017).
- Direct recording and evaluation of information (01-3381.41-5001).

- Direct analysis and dissemination of information (01-3381.41.5002).

(ARTEP 34-245-10-DRILL)
- Record intelligence information (Drill 1).

(STP 21-II-MQS, Common Tasks)
- Process captured material (03-3711.13-0001).

NCO Common Tasks for: All Primary and Special Staff NCOs involved in evaluation of information
(STP 34-96B14-SM-TG)
- Supervise preparation/maintenance of situation map by subordinate personnel (301-336-3051).

(ARTEP 34-245-10-DRILL)
- Record intelligence information (Drill 1).

(STP 21-24-SMCT, Common tasks)
- Handle enemy personnel and equipment (191-377-5250).
- Supervise handling of enemy personnel and equipment (191-379-4450).

3. The brigade S2 section conducts an analysis to convert information into intelligence.

Brigade S2 (STP 34-35II-MQS)
- Conduct all-source intelligence analysis (01-3381.41-4014).
- Prepare OB studies (01-3381.41-4015).
- Analyze intelligence and combat information. (01-3381.39-4004).
- Conduct target development (01-3381.01-4017).
- Direct analysis and dissemination of information (01-3381.41.5002).
- Produce finished intelligence products from all-source information (01-3381.41-5003).
- Conduct intelligence liaison (01-3381.16-5001).

Brigade S2 section (ARTEP 34-245-10-DRILL)
- Record intelligence information (Drill 1).
- Prepare written reports (Drill 5b).

SR INTEL NCO (STP 34-96B14-SM-TG)
- Supervise preparation/maintenance of situation map by subordinate personnel (301-336-3051).
- Coordinate targeting function (301-336-4101).
- Supervise preparation of intelligence reports and summaries (301-336-4050).

DS MI Co Cdr (STP 34-35II-MQS)
- Conduct all-source intelligence analysis (01-3381.41-4014).
- Prepare OB studies (01-3381.41-4015).
- Analyze intelligence and combat information. (01-3381.39-4004).
- Conduct target development (01-3381.01-4017).
- Direct analysis and dissemination of information (01-3381.41.5002).
- Produce finished intelligence products from all-source information (01-3381.41-5003).
- Conduct intelligence liaison (01-3381.16-5001).

Brigade FSO/Targeting Officer (STP 6-13II-MQS, Artillery)
- Direct the evaluation and dissemination of intel reports using TACFIRE (01-2770.01-0114).
- Advise maneuver commander on employment of available fire support assets (01-2999.94-0106).
- Plan field artillery support of maneuver units (01-2999.94-0100).
- Recommend FS coordination measures, and coordinate fires (01-2840.00-2042).

- Explain employment considerations of FA special munitions (01-2660.00-2005).
- Advise the Cdr on the capabilities of available target acquisition assets (01-3020.00-7002).
- Advise the maneuver Cdr on TACFIRE operations (01-2770.01-0118).
- Advise the maneuver Cdr on employment of COLTs (01-2840.00-2039).
- Produce an attack guidance matrix (01-2840.00-2038).
- Produce a HPT matrix (01-2840.00-2044).

Officer Common Tasks for: S2, S2 Section, DS MI Co Cdr, FSO/Targeting Officer
(STP 34-35II-MQS)
- Analyze intelligence and combat information. (01-3381.39-4004).
- Conduct target development (01-3381.01-4017).
- Direct analysis and dissemination of information (01-3381.41.5002).
- Produce finished intelligence products from all-source information (01-3381.41-5003).
- Conduct intelligence liaison (01-3381.16-5001).

(ARTEP 34-245-10-DRILL)
- Record intelligence information (Drill 1).
- Prepare written reports (Drill 5b).

(STP 21-II-MQS, Common Tasks)
- Solve problems using the military problem solving process (03-9001.13-0001).
- Process captured material (03-3711.13-0001).

NCO Common Tasks for: All Primary and Special Staff NCOs involved in converting information into intelligence (ARTEP 34-245-10-DRILL)

- Record intelligence information (Drill 1).
- Prepare written reports (Drill 5b).

(STP 34-96B14-SM-TG)

- Supervise preparation/maintenance of situation map by subordinate personnel (301-336-3051).
- Supervise preparation of intelligence reports and summaries (301-336-4050).

(STP 21-24-SMCT, Common tasks)

- Handle enemy personnel and equipment (191-377-5250).
- Prepare SITREP (071-332-5022).
- Prepare an operation overlay (071-332-5000/ 71-3-3002(2) MTP 71-3).
- Supervise handling of enemy personnel and equipment (191-379-4450).

(ARTEP 71-3-MTP)

- Advise and assist staff on elements of BOS that support/impact their staff function (71-3-0001).

TASKS ORGANIZED BY OUTCOMES
PROCESS INFORMATION (BRIGADE CCF 3)

This subcomponent links the tasks with the outcomes the task performance supports. Each outcome is linked with all appropriate tasks. This subcomponent is used for two purposes. The first is to ensure that each CCF outcome is sufficiently supported by all tasks necessary to achieve the outcome. The second is to verify that the outcomes selected support the CCF purpose and that they are complete in that no additional outcomes are required to define the CCF. This subcomponent can be used by trainers to facilitate assessment of training proficiency and to plan training.

Outcome 1

Timely and relevant combat intelligence, recommendations, and indications and warning of hostile action.

Task Elements

1. **The brigade S2 section records information into the database.** [ARTEP 71-3 MTP, Task 71-3-2008].

    a. The brigade S2 determines if the incoming information contributes to the development of urgent intelligence; if so, he takes steps to record simultaneously with or after evaluation and analysis. [FM 34-3, p. 2-5; ARTEP 71-3 MTP, Task 71-3-2003/2a].

    b. The brigade S2 section processes intelligence and combat information being passed on to the division and brigade O&I nets by: [ARTEP 71-3 MTP, Task 71-3-2006/1].

        1) Monitoring the intelligence nets on a 24-hour basis.

        2) Recording all transmissions (gist or notation).

        3) Devising a method to log and track all messages.

        4) Following proper COMSEC procedures.

    c. The brigade S2 section maintains a system to track message traffic and significant activities that meet the following criteria: [ARTEP 71-3 MTP, Task 71-3-2006/2].

        1) The system records the chronological order of messages based on time of receipt.

        2) The system allows the brigade S2 section to record, as a minimum, the following enemy information:

        a) Type of activity.

        b) Size and type of unit, if known.

        c) Time of activity.

        d) Location of activity.

        e) Time message transmitted.

        f) Who transmitted the message.

        g) Who received the message.

        h) Action taken with message.

        i) Initials of the RTO.

d. The brigade S2 maintains a current SITMAP that at a minimum has: [ARTEP 71-3 MTP, Task 71-3-2006/3, Task 71-3-2008/1, Task 71-3-2003/2l].

    1)   The enemy situation posted in accordance with FM 101-5-1 symbols or as directed by TSOP. [ARTEP 71-3 MTP, Task 71-3-2006/3a, FM 101-5-1].

    2)   Annotated DTG of the indicated activity. [ARTEP 71-3 MTP, Task 71-3-2006/3b].

    3)   Organized information for easy reference such as: [ARTEP 71-3 MTP, Task 71-3-2006/3c, Task 71-3-2008/1b].

        a) Enemy strengths and losses. [ARTEP 71-3 MTP, Task 71-3-2006/3, Task 71-3-2008/1b].

        b) PIR/IR listing. [ARTEP 71-3 MTP, Task 71-3-2006/3, Task 71-3-2008/1b].

        c) List of applicable indicators (e.g., nuclear delivery systems). [ARTEP 71-3 MTP, Task 71-3-2006/3, Task 71-3-2008/1b].

        d) Current weather forecast. [ARTEP 71-3 MTP, Task 71-3-2006/3, Task 71-3-2008/1b].

        e) Current light tables. [ARTEP 71-3 MTP, Task 71-3-2006/3].

f) Current locations of intelligence collection systems. [ARTEP 71-3 MTP, Task 71-3-2006/3].

g) Current brigade consolidated R&S plan. [ARTEP 71-3 MTP, Task 71-3-2006/3].

4) Posts current brigade and enemy situation. [ARTEP 71-3 MTP, Task 71-3-2008/1a].

e. The brigade S2 maintains an intelligence database that includes enemy: [ARTEP 71-3 MTP, Task 71-3-2008/2].

1) Composition.

2) Disposition.

3) Strengths.

4) Tactics.

5) Training status.

6) Logistics situation.

7) Combat effectiveness.

8) EW capability.

9) Miscellaneous.

f. The brigade S2 section works with the brigade FSE to maintain a BDA database. [ARTEP 71-3-MTP 71-3-2006/3c].

g. The brigade S2 section ensures that intelligence collected on BDA-related PIR is integrated into the targeting process. [FM 34-1, p. 2-15]

2. **The brigade S2 evaluates information**. [FM 34-3, p. 2-13].

a. The brigade S2 and brigade S2 section determine the relevance of the information by clearly understanding the brigade PIR and CCIR during processing and analysis. [FM 34-3, p. 2-14].

1) The brigade S2 compares incoming data with the intelligence estimate. [ARTEP 71-3 MTP, Task 71-3- 2005/2a].

2) The brigade S2 determines the validity of incoming data by comparing it against previously developed products: [ARTEP 71-3 MTP, Task 71-3- 2005/2b,2c].

   a) List of intelligence indicators.
   b) Intelligence workbook/database.

   c) PIR/IR/SIR.

   d) SITMAP.

3) The brigade S2 evaluates information and intelligence with regard to: [ARTEP 71-3 MTP, Task 71-3-2005/2d].

   a) Enemy strengths and vulnerabilities.

   b) Weather.

   c) Terrain.

   d) Training.

   e) Tactics.

   f) Doctrine.

   g) Disposition.

   h) Personalities.

   i) Indicators.

4) The brigade S2 determines if information is targetable or has targeting potential. [ARTEP 71-3 MTP, Task 71-3- 2006/4].

b. The brigade S2 determines the reliability of the information source using the following criteria: [FM 34-3, p. 2-14].

1) Previous experience with the source or agency.

2) Past record of reliability of units based on knowledge of its training, experience, and past performance.

3) The brigade S2 keeps in mind that very few civilians are encountered in desert operations, and information they give should be treated with caution. [CALL Newsletter, No. 90-7, pp. 22-25].

c. The brigade S2 determines the credibility of incoming information based on: [FM 34-3, p. 2-14].

    1) The possibility for the reported fact or event to have taken place.

    2) Absence of inconsistent information in the report.

    3) Confirmation or corroboration of the report by information from different sources.

    4) Comparison of conflicting reports to determine which report is most likely to be true.

3. **The brigade S2 section conducts an analysis to convert information into intelligence.** [FM 34-3, p. 2-17].

a. The brigade S2 determines if relevant data impacts on brigade operations. [ARTEP 71-3 MTP, Task 71-3-2003/2, Task 71-3-2005/2].

    1) The brigade S2 identifies highly perishable combat information. [ARTEP 71-3 MTP, Task 71-3-2003/2].

        a) The brigade S2 passes highly perishable data to the maneuver unit S2s immediately after receipt. [ARTEP 71-3 MTP, Task 71-3-2003/2].

        b) The brigade S2 passes highly perishable and targeting quality combat information to the S3 and higher headquarters for immediate action. [ARTEP 71-3 MTP, Task 71-3-2003/2].

    2) The brigade S2 compares information with intelligence requirements (IR and PIR). [ARTEP 71-3 MTP, Task 71-3-2003/2].

    3) The brigade S2 compares information with the brigade commander's list of HPTs. [ARTEP 71-3 MTP, Task 71-3-2003/2].

    4) The brigade S2 compares incoming data with information on brigade units posted on the brigade S3 operations map. [ARTEP 71-3 MTP, Task 71-3-2006/5a].

    5) The brigade S2 determines if data is an indicator of a specific ECOA. [ARTEP 71-3 MTP, Task 71-3-2003/2].

    6) The brigade S2 analyzes data based on predetermined key terrain, avenues of approach, trafficability data, and lines of communication to determine how new

activity fits into the entire intelligence picture. [ARTEP 71-3 MTP, Task 71-3-2003/2].

7) The brigade S2 determines if incoming data meets the criteria for a DP, line, or event. [ARTEP 71-3 MTP, Task 71-3-2003/2].

b. The brigade S2 analyzes and refines collected information and converts it to intelligence products. [ARTEP 71-3 MTP, Task 71-3-2008/3].

1) Continues to evaluate the brigade AI.

2) Continues to refine the terrain analysis for the brigade AO.

3) Refines and integrates weather analysis products provided by the division G2.

4) Refines threat evaluation.

5) Templates require continuous updating throughout all aspects of operational planning and execution. [CALL Compendium, Volume I, Fall 88, pp. 3 - 4].

c. The brigade S2 integrates information and converts it to intelligence. [FM 34-3, p. 2-17].

1) The brigade S2 assesses information to form a logical picture or hypothesis of enemy actions from the enemy's perspective. [FM 34-3, p. 2-17].

a) The brigade S2 conducts an analysis of all hypotheses to determine the indicators that should exist if the hypothesis is a valid one. [FM 34-3, p. 2-17].

(1) The brigade S2 collates incoming information with existing intelligence to determine if new enemy activities are in agreement with hypothesized ECOA and current activities. [ARTEP 71-3 MTP, Task 71-3-2003/2j].

(2) The brigade S2 projects future enemy dispositions based on the enemy analysis template. [ARTEP 71-3 MTP, Task 71-3-2003/2m].

b) The brigade S2, as time allows, tests all hypothesis to verify the existence or nonexistence of these indications. [FM 34-3, pp. 2-17 - 2-18].

2) The brigade S2 coordinates with selected brigade staff members to test hypotheses and develop intelligence updates and products. [AN].

a) The brigade S2 provides the brigade CHEMO an estimate of the enemy's ability to employ NBC. [ARTEP 71-3 MTP, Task 71-3-2005/2f].

b) The brigade S2 section provides input to the brigade S2 to assist in the development of: [ARTEP 71-3 MTP, Task 71-3-2005/2g].

   (1) Command information analysis.

   (2) OPSEC analysis.
   (3) EW analysis.

   (4) Tactical deception plan.

3) The brigade S2 analysis of enemy intentions either validates or changes original intelligence products. [AN].

4) The brigade S2 section coordinates with the brigade targeting officer and determines if information is targetable or has targeting potential. [ARTEP 71-3 MTP, Task 71-3-2006/4].

a) The brigade S2 disseminates target locations to the brigade FSE. [ARTEP 71-3 MTP, Task 71-3-2006/4f].

b) The brigade S2, with the brigade S3 and brigade FSE, determines the apparent impact on brigade operations if the target in question has been eliminated or suppressed by fires. [ARTEP 71-3 MTP, Task 71-3-2006/4c].

c) The brigade S2 determines the impact on ECOA resulting from the elimination or suppression of selected targets. [ARTEP 71-3 MTP, Task 71-3-2006/4d].

d) The brigade S2, with the brigade targeting officer, determines the exact location (to six digits) of all prospective targets. [ARTEP 71-3 MTP, Task 71-3-2006/4e].

e) The brigade S2, with the DS MI company commander, brigade S3, and BSO, determines impact of nonlethal fires (EW). [ARTEP 71-3 MTP, Task 71-3-2006/4g].

f) The brigade S2 section analyzes enemy targets in conjunction with the brigade FSO and brigade FSE considering: [ARTEP 71-3-MTP 71-3-9004/1b].

   (1) Target value analysis (TVA).

(2) Brigade commander's engagement priorities.

(3) Accuracy of target location.

(4) Target characteristics (such as composition, degree of protection, size, shape, and mobility).

(5) Terrain and weather.

(6) Weapons and munitions available.

g) The brigade S2 section works with the brigade FSE to perform BDA by selecting the appropriate agency to determine damage assessment. [ARTEP 71-3-MTP 71-3-9003/3b].

h) The brigade S2 section ensures that intelligence collected on BDA-related PIR is integrated into the targeting process. [FM 34-1, p. 2-15].

i) The brigade S2 section develops and maintains a graphic portrayal of enemy formations, weapons systems, and other key systems to depict enemy losses and to track enemy losses, intentions, and capabilities. [FN-NTC, Bde INTEL OC].

5) The brigade S2 analyzes BDA graphics and interprets the impact of enemy force losses on ECOAs . [FN-NTC, Bde INTEL OC].

6) The brigade S2, with the brigade CHEMO, estimates the effects of enemy-delivered smoke munitions and NBC weapons on brigade operations. [ARTEP 71-3 MTP, Task 71-3-2005/2e].

d. The brigade S2 section updates intelligence products: [AN].

1) The brigade S2 section updates the SITMAP. [ARTEP 71-3 MTP, Task 71-3-2003/21].

2) The brigade S2 periodically prompts a review of friendly vulnerabilities and the enemy's ability for exploitation. [FM 34-1, p. 2-14].

3) The brigade S2 section updates selected products: [AN].

a) Intelligence estimate. [FM 34-80, p. A-0 to A-29].

b) Intelligence annex to the OPORD. [FM 34-80, p. A-0 to A-29].

c) Collection plan. [FM 34-80, p. A-0 to A-29].

      d) BDA database and requirements. [FM 34-1, p. 2-14].

      e) Force protection intelligence requirements. [FM 34-1, p. 2-13].

      f) Terrain and weather overlays/matrices: [FM 34-8-2, p. B-1].

         (1) MCOO.

         (2) Population status overlay.

         (3) Key facilities and target overlay.

         (4) Logistics sustainability overlay.

         (5) Lines of communication overlay.

         (6) Weather effects forecast matrix.

         (7) Critical weather values matrix.

4) Templates and associated matrices: [FM 34-8-2, p. B-1].

      a) Threat models.

      b) ECOAs.

      c) Situation/event templates/matrix.

      d) Intelligence information for the BOS synchronization matrix.

5) Requests and reports: [FM 34-80, p. A-0 to A-29; AN].

      a) Graphic INTSUM reports.

      b) INTREP reports.

      c) TACREP reports.

      d) ERTM.

      e) RII.

      f) RRII.

g) TACELINT reports.

h) EWRTM.

e. The brigade S2 requests additional information from the division G2 and subordinate units to fill gaps in intelligence. [ARTEP 71-3 MTP, Task 71-3-2003/2; AN].

Outcome 2

Intelligence information is presented through updated, verified, and/or modified brigade operational and intelligence products.

Task Elements

1. **The brigade S2 section records information into the database.** [ARTEP 71-3 MTP, Task 71-3-2008].

    d. The brigade S2 maintains a current SITMAP that at a minimum has: [ARTEP 71-3 MTP, Task 71-3-2006/3, Task 71-3-2008/1, Task 71-3-2003/2l].

        1) The enemy situation posted in accordance with FM 101-5-1 symbols or as directed by TSOP. [ARTEP 71-3 MTP, Task 71-3-2006/3a, FM 101-5-1].

        2) Annotated DTG of the indicated activity. [ARTEP 71-3 MTP, Task 71-3-2006/3b].

        3) Organized information for easy reference such as: [ARTEP 71-3 MTP, Task 71-3-2006/3c, Task 71-3-2008/1b].

            a) Enemy strengths and losses. [ARTEP 71-3 MTP, Task 71-3-2006/3, Task 71-3-2008/1b].

            b) PIR/IR listing. [ARTEP 71-3 MTP, Task 71-3-2006/3, Task 71-3-2008/1b].

            c) List of applicable indicators (e.g., nuclear delivery systems). [ARTEP 71-3 MTP, Task 71-3-2006/3, Task 71-3-2008/1b].

            d) Current weather forecast. [ARTEP 71-3 MTP, Task 71-3-2006/3, Task 71-3-2008/1b].

            e) Current light tables. [ARTEP 71-3 MTP, Task 71-3-2006/3].

            f) Current locations of intelligence collection systems. [ARTEP 71-3 MTP, Task 71-3-2006/3].

            g) Current brigade-consolidated R&S plan. [ARTEP 71-3 MTP, Task 71-3-2006/3].

        4) Posts current brigade and enemy situation. [ARTEP 71-3 MTP, Task 71-3-2008/1a].

e. The brigade S2 maintains an intelligence database that includes enemy: [ARTEP 71-3 MTP, Task 71-3-2008/2].

  1) Composition.

  2) Disposition.

  3) Strengths.

  4) Tactics.

  5) Training status.

  6) Logistics situation.

  7) Combat effectiveness.

  8) EW capability.

  9) Miscellaneous.

f. The brigade S2 section works with the brigade FSE to maintain a BDA database. [ARTEP 71-3-MTP 71-3-2006/3c].

g. The brigade S2 section ensures that intelligence collected on BDA-related PIR is integrated into the targeting process. [FM 34-1, p. 2-15].

3. **The brigade S2 section conducts an analysis to convert information into intelligence**.

c. The brigade S2 integrates information and converts it to intelligence. [FM 34-3, p. 2-17].

  4) The brigade S2 section coordinates with the brigade targeting officer and determines if information is targetable or has targeting potential. [ARTEP 71-3 MTP, Task 71-3-2006/4].

    a) The brigade S2 disseminates target locations to the brigade FSE. [ARTEP 71-3 MTP, Task 71-3-2006/4f].

    i) The brigade S2 section develops and maintains a graphic portrayal of enemy formations, weapons systems and other key systems to depict enemy losses and to track enemy losses, intentions, and capabilities. [FN-NTC, Bde INTEL OC].

d. The brigade S2 section updates intelligence products. [AN].

   1) The brigade S2 section updates the SITMAP. [ARTEP 71-3 MTP, Task 71-3-2003/21].

   3) The brigade S2 section updates selected products: [AN].

     a) Intelligence estimate. [FM 34-80, p. A-0 to A-29].

     b) Intelligence annex to the OPORD. [FM 34-80, p. A-0 to A-29].

     c) Collection plan. [FM 34-80, p. A-0 to A-29].

     d) BDA database and requirements. [FM 34-1, p. 2-14].

     e) Force protection intelligence requirements. [FM 34-1, p. 2-13].

     f) Terrain and weather overlays/matrices: [FM 34-8-2, p. B-1].

       (1) MCOO.

       (2) Population status overlay.

       (3) Key facilities and target overlay.

       (4) Logistics sustainability overlay.

       (5) Lines of communication overlay.

       (6) Weather effects forecast matrix.

       (7) Critical weather values matrix.

   4) Templates and associated matrices. [FM 34-8-2, p. B-1].

     a) Threat models.

     b) The ECOAs.

     c) Situation/event templates/matrix.

     d) Intelligence information for the BOS synchronization matrix.

   5) Requests and reports: [FM 34-80, p. A-0 to A-29; AN].

a) Graphic INTSUM reports.

b) INTREP reports.

c) TACREP reports.

d) ERTM.

e) RII.

f) RRII.

g) TACELINT reports.

h) EWRTM.

TASK ANALYSIS
FOR

DISSEMINATE INTELLIGENCE
(CRITICAL COMBAT FUNCTION 4)

AS ACCOMPLISHED BY A BRIGADE

PURPOSE AND OUTCOMES
DISSEMINATE INTELLIGENCE (BRIGADE CCF 4)

This subcomponent identifies what the CCF is supposed to accomplish overall, which we term as the purpose. This subcomponent also identifies the end states or bottom line results necessary to achieve the purpose, which we term outcomes. As a consequence, this component of the analysis defines the end states that performance of the tasks will accomplish.

PURPOSE

To prepare and provide relevant, complete, and accurate critical battlefield intelligence and reports to the brigade commander, staff, and brigade elements so that they can make timely decisions that influence the battle.

OUTCOMES

1. Timely, accurate, relevant, and complete intelligence to the brigade commander and staff when it is needed.

2. Timely, accurate, relevant, and complete intelligence to brigade subordinate commanders when it is needed.

3. Timely, accurate, relevant, and complete intelligence to higher units, adjacent units, and units within the brigade AO when it is needed.

FLOW CHARTS (PLAN, PREPARE, EXECUTE)
DISSEMINATE INTELLIGENCE (BRIGADE CCF 4)

This subcomponent provides a graphical/pictorial description of CCF tasks as they are sequenced within the framework of tactical battle phases (e.g., planning, preparation, execution). The purpose of this subcomponent is to describe: the flow of tasks during each battle phase; vertical task linkages (to higher and lower echelon units) and horizontal task linkages (to other CCF tasks for the echelon being analyzed); and to depict information input and output which affect each task. Although the sequencing of tasks throughout each battle phase is intended to reflect the flow of tasks, tasks may be performed concurrently or may overlap with preceding or subsequent tasks.

Each echelon is described by the echelon on the left of the flow chart; a horizontal line depicts the flow of tasks by sequence, reading left to right. The horizontal line for the echelon being analyzed is thicker than all other echelon horizontal lines.

Tasks from the CCF task list are applied to the echelon line in the sequence in which they occur. The tasks are depicted in a task box. Inside and to the upper left of each task box is placed the task number of the appropriate task as listed in the task list.

The linkages of tasks, both vertically and horizontally, are depicted with lines. Arrowheads are placed on lines to depict linkages or interaction with other tasks. The linkage or interaction between these tasks is detailed in the task list.

Figure 29 illustrates the Bn or Bn TF task contributing to or otherwise supporting the Bde task.
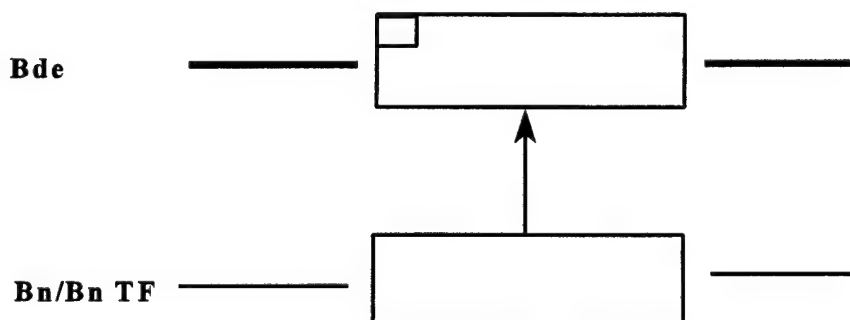
Figure 29. Battalion or battalion task force task supporting the brigade task.

Figure 30 illustrates the Bde task contributing to or otherwise supporting the Bn or Bn TF task.
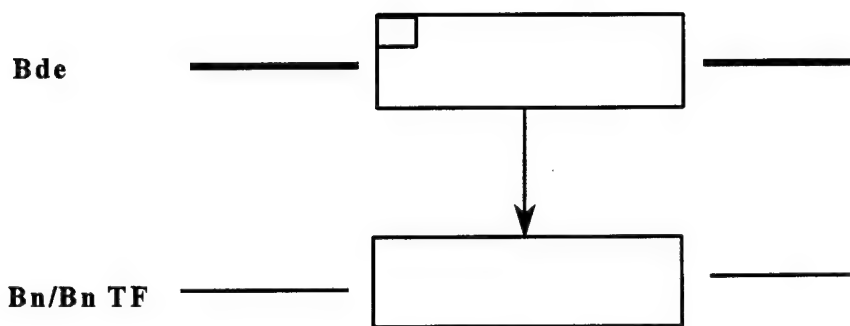
Figure 30. Brigade task supporting the battalion or battalion task force task.

Figure 31 illustrates both Bde and Bn or Bn TF tasks contributing to or otherwise interacting with each other.
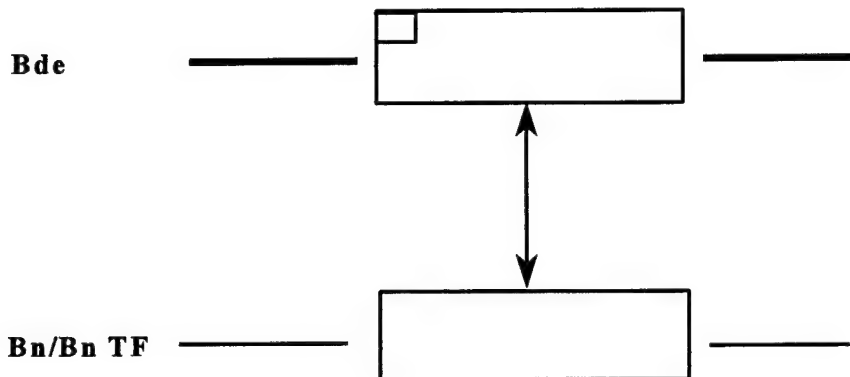
Figure 31. Brigade and battalion or battalion task force tasks interacting with each other.

Lines with no arrowheads reflect a task and its subordinate sub-tasks. Figure 32 illustrates this association.
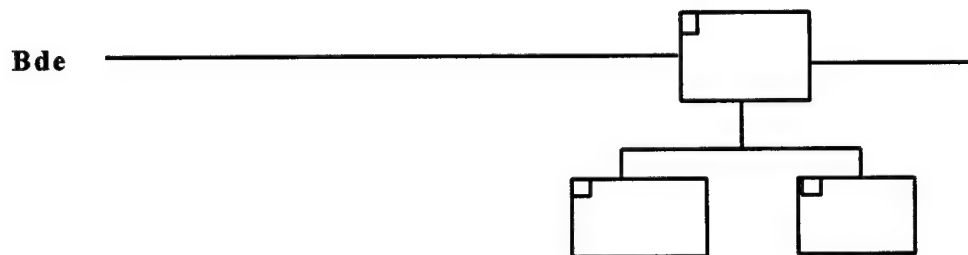
Figure 32. Example of a task and its subordinate sub-tasks.

Inputs and/or outputs, as contained in the Key Inputs and Outputs subcomponent (section 5) of this CCF TA are also reflected on the flow charts. The relevant input and/or output letter listed in the Key Inputs and Outputs subcomponent is listed on the outside upper right of the task box. Information input and output for each relevant task is depicted to demonstrate input information which is required to perform the task and output information which is produced as a result of performing the task. Figure 33 illustrates how inputs and outputs are depicted.

Bde
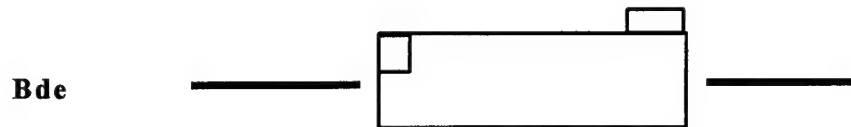
Figure 33. Example of how inputs and outputs are depicted.

The TSOPs are depicted on the flow charts. Although TSOPs are inputs, they are relevant to the performance of all tasks. Because of this relevancy, they are illustrated differently than all other inputs (as described in figure 33). The TSOPs are illustrated as separate boxes, located before the first task on the echelon line. Figure 34 illustrates the placement of TSOPs boxes.

Bde
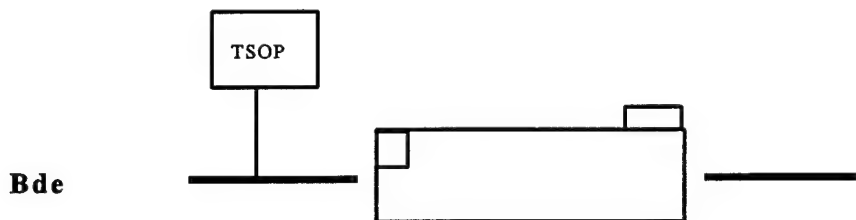
Figure 34. Placement of TSOPs boxes.

CCF 4 - Disseminate Intelligence

Division

- Update collection plan
- Collect intelligence
- Process intelligence

- Direct dissemination to original requester
- Urgent combat info reported
- Appropriate reports sent via optimal distribution system per Division TSOP

- Direct dissemination to original requester
- Urgent combat info reported
- Appropriate reports sent via optimal distribution system per Division TSOP

Brigade

CCF 1 - Update intel plan
CCF 2 - Collect intel
CCF 3 - Process intel

D1,2; Bde 1,2,3,4,5,6,7	The S-2 disseminates information and intelligence
3	

D1,2; Bde 1,2,3,4	The S-2 identifies media for dissemination
2	

Selection of Optimal / Fastest Media

D1,2; Bde 1,2,3,4	The S-2 determines users of information
1	

Processed Intelligence Received

- Direct dissemination to original requester
- Immediate dissemination of urgent combat info
- Sends appropriate reports to right user via optimal distribution system per Brigade TSOP

- Update collection plan
- Collect intelligence
- Process intelligence

- Update R&S plan
- Collect intelligence
- Process intelligence

DS MI CO

- Direct dissemination to original requester
- Urgent combat info reported
- Sends appropriate reports via optimal distribution system per Brigade TSOP

- Direct dissemination to original requester
- Urgent combat info
- Sends appropriate reports via optimal distribution system per Brigade TSOP

Task Forces and Supporting Units (FA BN, FSB, Engr BN, AD Btry, MP Plt)

NOTE: Dissemination (CCF 4), Collecting (CCF 2), Processing (CCF 3) functions, though illustrated as sequential tasks, generally occur concurrently with each other in the Plan, Prepare, and Execute battle phases and overlap with CCF 1 - Planning

TASK LINKAGES TO OTHER CCFs/UNITS
DISSEMINATE INTELLIGENCE (BRIGADE CCF 4)

This subcomponent links the tasks performed as a part of this function with the tasks performed in other CCFs or by other units. The purpose of this subcomponent is to allow the trainer or training developer to incorporate related tasks and participants into a training exercise for this CCF. Tasks which link to this analysis have been extrapolated for CCFs/type units for which TAs may or may not have been accomplished. For tasks extrapolated from published CCF TAs, the task number is provided.

TASKS

1. The brigade S2 section determines users of information.

LINKS TO OTHER CCFS/UNITS

Division CCF 4.
- Task: The division G2 section disseminates information and intelligence.

Brigade CCF 18.
- Task 3: The brigade commander and staff conduct mission analysis and share information.

Brigade CCF 19.
- Task 1: Brigade command posts acquire, evaluate, and communicate information and maintain status.

Brigade CCF 20.
- Task 2: Brigade command posts support synchronization by acquiring, evaluating, and communicating information.

DS MI Company CCF 4.
- Task: The DS MI company commander reports intelligence information.

TF CCF 2.
- Task 4: The TF S2s report intelligence.

TF CCF 4.
- Task 4: The TF S2s disseminate intelligence.

Engineer Battalion CCF 4.
- Task: The S2 disseminates intelligence.

DS FA Battalion CCF 4.
- Task: The S2 disseminates intelligence.

FSB CCF 4.
- Task: The S2 disseminates intelligence.

ADA Battery CCF 4.
- Task: The ADA battery commander reports intelligence information.

MP Platoon CCF 4.
- Task: The MP platoon leader reports intelligence information.

MI Battalion CCF 4.
- Task: The S2 disseminates IPB information and products as they are developed and updated.

2.   The brigade S2 identifies media for dissemination.

Brigade CCF 18.
- Task 11: The brigade staff prepares OPORD/FRAGO.

Brigade CCF 19.
- Task 1: Brigade command posts acquire, evaluate, and communicate information and maintain status.
- Task 5: Brigade command posts employ tactical C2.

Brigade CCF 20.
- Task 2: Brigade command posts support synchronization by acquiring, evaluating and communicating information.
- Task 5: Brigade command posts manage and maintain C2.

3.   The brigade S2 disseminates information and intelligence.

Division CCF 2.
- Task: The division collects intelligence information received from subordinate units.

Division CCF 18.
- Task: The division commander and staff conduct mission analysis.
- Task: The division signal battalion ensures that communication systems and links are operational.

Division CCF 19.
- Task: Division command posts acquire, evaluate, and communicate information and maintain status.
- Task: The division commander assesses current intelligence situation.
- Task: The division signal battalion ensures that communication systems and links are operational.

Division CCF 20.
- Task: Division command posts support synchronization by acquiring, evaluating, and communicating information.
- Task: The division commander assesses current intelligence situation.
- Task: The division signal battalion ensures that communication systems and links are operational.

Brigade CCF 5.
- Task: The brigade S3 uses disseminated intelligence to plan, prepare, and execute tactical movement.

Brigade CCF 8.
- Task: The brigade S3 and FSO use disseminated intelligence to plan, prepare, and execute field artillery support.

Brigade CCF 9.
- Task: The brigade S3 and ALO uses disseminated intelligence to plan, prepare, and execute close air support.

Brigade CCF 14.
- Task: The brigade S3 and Air/Naval Gunfire LNO use disseminated intelligence to plan, prepare, and execute naval gunfire support.

Brigade CCF 15.
- Task 25: The brigade targeting team receives the results of target attacks and performs combat assessment.

Brigade CCF 16.
- Task: The brigade S3 and ADA LNO use disseminated intelligence to plan, prepare, and execute air defense measures.

Brigade CCF 18
- Task 1: The brigade establishes and maintains communications systems that allow communications and database access with higher, lower, adjacent, and supporting units and staffs.
- Task 3: The brigade commander and staff conduct mission analysis.

Brigade CCF 19.
- Task 1: Brigade command posts acquire, evaluate, and communicate information and maintain status.
- Task 2: The brigade commander assesses current intelligence situation.
- Task 5: The brigade establishes and maintains communications systems that allow communications and database access with higher, lower, adjacent, and supporting units and staffs.

Brigade CCF 20.
- Task 2: Brigade command posts support synchronization by acquiring, evaluating, and communicating information.
- Task 3: The brigade commander assesses current intelligence situation.
- Task 5: The brigade establishes and maintains communications systems that allow communications and database access with higher, lower, adjacent and

- Task 5: The brigade establishes and maintains communications systems that allow communications and database access with higher, lower, adjacent and supporting units and staffs.

Brigade CCF 21.
- Task: The brigade ABE uses disseminated intelligence to plan, prepare, and execute overcoming obstacles.

Brigade CCF 23.
- Task: The brigade ABE uses disseminated intelligence to plan, prepare, and execute countermobility operations.

Brigade CCF 24.
- Task: The brigade ABE uses disseminated intelligence to plan, prepare, and execute physical protection operations.

Brigade CCF 25.
- Task: The brigade S3 uses disseminated intelligence to plan, prepare, and execute OPSEC operations.

Brigade CCF 27.
- Task: The brigade chemical officer uses disseminated intelligence to plan, prepare, and execute decontamination operations.

Brigade CCF 28.
- Task: The brigade S4 uses disseminated intelligence to plan, prepare, and execute transportation services.

Brigade CCF 29.
- Task: The brigade S4 uses disseminated intelligence to plan, prepare, and execute supply operations.

Brigade CCF 31.
- Task: The brigade S4 uses disseminated intelligence to plan, prepare, and execute the maintenance of weapons systems and equipment.

Brigade CCF 32.
- Task: The brigade S1 and surgeon use disseminated intelligence to plan, prepare, and execute health services.

Brigade CCF 33.
- Task: The brigade S1 and surgeon use disseminated intelligence to plan, prepare, and execute the treatment and evacuation of casualties.

Brigade CCF 34.
- Task: The brigade S2 , DS MI company, and MP platoon leader use disseminated intelligence to plan, prepare, and execute EPW operations.

DS MI Company CCF 2.
- Task: The DS MI company collects intelligence.

DS MI Company CCF 19.
- Task: The DS MI company command post acquires, evaluates, and communicates information and maintains status.

DS MI Company CCF 20.
- Task: The DS MI company command post supports synchronization by acquiring, evaluating and communicating information.

DS MI Company CCF 18.
- Task: The DS MI company commander conducts mission analysis.

DS MI Company CCF 19.
- Task: The DS MI company commander assesses current intelligence situation.

DS MI Company CCF 20.
- Task: The DS MI company commander assesses current intelligence situation.

DS MI Company CCF 18.
- Task: The DS MI company ensures that communication systems and links are operational.

DS MI Company CCF 19.
- Task: The DS MI company ensures that communication systems and links are operational.

DS MI Company CCF 20.
- Task: The DS MI company ensures that communication systems and links are operational.

TF CCF 2.
- Task 5: The TF S2s collect intelligence.

TF CCF 18.
- Task 1: The TF staff ensures that communication systems and links are operational.
- Task 3: The TF commander conducts mission analysis.

TF CCF 19.
- Task 1: The TF command posts acquire, evaluate, and communicate information and maintain status.
- Task 1: The TF staff ensures that communication systems and links are operational.
- Task 2: The TF commander assesses current intelligence situation.

TF CCF 20.
- Task 1: The TF command post supports synchronization by acquiring, evaluating, and communicating information.
- Task 1: The TF staff ensures that communication systems and links are operational.
- Task 2: The TF commander assesses current intelligence situation.

Engineer Battalion CCF 2.
- Task: The engineer battalion S2 collects intelligence.

Engineer Battalion CCF 18.
- Task: The engineer battalion commander and staff conduct mission analysis.
- Task: The engineer battalion staff ensures that communication systems and links are operational.

Engineer Battalion CCF 19.
- Task: The engineer battalion command post acquires, evaluates, and communicates information and maintain status.
- Task: The engineer battalion commander assesses current intelligence situation.
- Task: The engineer battalion staff ensures that communication systems and links are operational.

Engineer Battalion CCF 20.
- Task: The engineer battalion command post supports synchronization by acquiring, evaluating, and communicating information.
- Task: The engineer battalion commander assesses current intelligence situation.
- Task: The engineer battalion staff ensures that communication systems and links are operational.

DS FA Battalion CCF 2.
- Task: The DS FA battalion S2 collects intelligence.

DS FA Battalion CCF 18.
- Task: The DS FA battalion commander and staff conduct mission analysis.
- Task: The DS FA battalion staff ensures that communication systems and links are operational.

DS FA Battalion CCF 19.
- Task: The DS FA battalion command post acquires, evaluates, and communicates information and maintain status.
- Task: The DS FA battalion commander assesses current intelligence situation.
- Task: The DS FA battalion staff ensures that communication systems and links are operational.

DS FA Battalion CCF 20.
- Task: The DS FA battalion command post supports synchronization by acquiring, evaluating, and communicating information.
- Task: The DS FA Battalion commander assesses current intelligence situation.
- Task: The DS FA battalion staff ensures that communication systems and links are operational.

FSB CCF 2.
- Task: The FSB S2/3 section collects intelligence.

FSB CCF 18.
- Task: The FSB commander and staff conduct mission analysis.
- Task: The FSB staff ensures that communication systems and links are operational.

FSB CCF 19.
- Task: The FSB command post acquires, evaluates, and communicates information and maintains status.
- Task: The FSB commander assesses current intelligence situation.
- Task: The FSB staff ensures that communication systems and links are operational.FSB CCF 20.
- Task: The FSB command post supports synchronization by acquiring, evaluating, and communicating information.
- Task: The FSB commander assesses current intelligence situation.
- Task: The FSB staff ensures that communication systems and links are operational.

DS ADA Battery CCF 2.
- Task: The DS ADA battery collects intelligence.

DS ADA Battery CCF 18.
- Task: The DS ADA battery commander conducts mission analysis.
- Task: The DS ADA battery ensures that communication systems and links are operational.

DS ADA Battery CCF 19.
- Task: The DS ADA battery command post acquires, evaluates, and communicates information and maintains status.
- Task: The DS ADA battery commander assesses current intelligence situation.
- Task: The DS ADA battery ensures that communication systems and links are operational.

DS ADA Battery CCF 20.
- Task: The DS ADA battery command post supports synchronization by

acquiring, evaluating, and communicating information.
- Task: The DS ADA battery commander assesses current intelligence situation.
- Task: The DS ADA battery ensures that communication systems and links are operational.

MP Platoon CCF 2.
- Task: The MP platoon collects intelligence.

MP Platoon CCF 18.
- Task: The MP platoon leader conducts mission analysis.
- Task: The MP platoon ensures that communication systems and links are operational.

MP Platoon CCF 19.
- Task: The MP platoon command post acquires, evaluates, and communicates information and maintains status.
- Task: The MP platoon leader assesses current intelligence situation.
- Task: The MP platoon ensures that communication systems and links are operational.

MP Platoon CCF 20.
- Task: The MP platoon command post supports synchronization by acquiring, evaluating, and communicating information.
- Task: The MP platoon leader assesses current intelligence situation.
- Task: The MP platoon ensures that communication systems and links are operational.

Division MI Battalion CCF 2.
- Task: The division MI battalion S2 collects intelligence.

Division MI Battalion CCF 18.
- Task: The division MI battalion commander and staff conduct mission analysis.
- Task: The division MI battalion staff ensures that communication systems and links are operational.

Division MI Battalion CCF 19.
- Task: The division MI battalion command post acquires, evaluates, and communicates information and maintain status.
- Task: The division MI battalion commander assesses current intelligence situation.
- Task: The division MI battalion staff ensures that communication systems and links are operational.

Division MI Battalion CCF 20.
- Task: The division MI battalion command post supports synchronization by acquiring, evaluating, and communicating information.
- Task: The division MI battalion commander assesses current intelligence situation.
- Task: The division MI battalion staff ensures that communication systems and links are operational.

KEY PARTICIPANTS BY TASK
DISSEMINATE INTELLIGENCE (BRIGADE CCF 4)

This subcomponent identifies the training audience for training events for the related tasks. It is based on the appropriate echelon/type unit TOE and includes special staff (as per appropriate doctrinal reference) critical for the task accomplishment. The purpose of this subcomponent is to help commanders and trainers to identify the training audience required for a training event.

TASKS	PARTICIPANTS
1. The brigade S2 section determines users of information.	Brigade S2, S2 section, SR INTEL analyst, DS MI Co Cdr, assistant S3, S3 section
2. The brigade S2 identifies media for dissemination.	Brigade S2, S2 section, SR INTEL analyst, DS MI Co Cdr, assistant S3, S3 section
3. The brigade S2 disseminates information and intelligence.	Brigade S2, S2 section, SR INTEL analyst, DS MI Co Cdr, assistant S3, S3 section, BSO, brigade Cdr, XO, S3, S4, S4 section, S1, S1 section, CHEMO, FSO/targeting officer, FSE, ABE, ADA LNO, Army AVN LNO, air/naval gunfire LNO, MP Plt leader, chaplain, surgeon, brigade HQ Co Cdr, TF/Bn commanders and staff, division commander and staff, DS FA battalion commander and staff, DS engineer battalion commander and staff, FSB commander and staff, other brigade commanders and staff, attached and OPCON units, LNO to senior and other headquarters

KEY INPUTS AND OUTPUTS
DISSEMINATE INTELLIGENCE (BRIGADE CCF 4)

This subcomponent identifies critical input information required by participants to successfully accomplish the CCF. Where information results from the performance of the CCF tasks, CCF information output will be identified. One CCF's information output normally is provided as another CCF's input. Critical input and output information is organized by the specific part of the doctrinal product or means used to communicate it. The source of critical information identified is specific only to the CCF echelon and function being analyzed, and is not intended to reflect all the information the product may contain. The purpose of this subcomponent is to identify information required to drive a training exercise for this CCF and to establish standards for measuring the performance of CCF tasks resulting in information output.

KEY INPUTS

D - 1   DIVISION TSOPs

      a. Battle command procedures.

          1) Orders and plans.

          2) The CP communications.

          3) Reports.

      b. Control procedures.

          1) The LNO.

          2) Brevity codes.

          3) Terrain index reference system.

          4) Recognition techniques.

          5) Signals.

          6) Alarms and warnings.

          7) Fixed call signs.

      c. Intelligence and security procedures.

          1) General guidance.

2) The NAI/TAI procedures.

3) Document security.

4) The EPW procedures.

5) Captured document and equipment procedures.

D - 2   PROCESSED GUIDANCE AND INFORMATION FROM THE DIVISION COMMANDER AND STAFF

a. Intelligence reports.

b. Division commander's SITREPS.

c. Spot reports/highly perishable combat information.

d. Intelligence databases.

e. The WARNO.

f. The FRAGOs.

BDE - 1   BRIGADE TSOPs

a. Battle command procedures.

1) The CP communications.

2) Reports.

b. Control procedures.

1) Brevity codes.

2) Terrain index reference system.

3) Recognition techniques.

4) Signals.

5) Alarms and warnings.

6) Fixed call signs.

    c. Signal procedures.

    d. Intelligence and security procedures.

        1)   General guidance.

        2)   The NAI/TAI procedures.

        3)   Personnel security.

        4)   The EPW procedures.

        5)   Captured document and equipment procedures.

BDE - 2   BRIGADE OPORD

    a. Portions of the five paragraph operations order:

        1)   Para 1. situation, a. enemy forces.

        2)   Para 3. execution.

            a) Concept of operation, (4) intelligence and (5) EW.

            b) Tasks to maneuver units - intelligence collection taskings.

            c) Tasks to combat support units - intelligence collection taskings.

            d) Coordinating instructions, (2) CCIR

    b. Collection plan and intelligence annex with graphics/overlays.

        1)   Situation template.

        2)   The MCOO.

        3)   Event template.

        4)   The NAI, TAI.

        5)   The CCIR, PIR, and IR.

        6)   Intelligence acquisition tasks.

        7)   Measures for handling personnel, documents, and material.

        8)   Assets available for collection of information and intelligence.

    c. Operations overlays/concept of operation.

        1)   Graphics.

        2)   The DST, synchronization matrix.

BDE - 3 PROCESSED GUIDANCE AND INFORMATION FROM BRIGADE COMMANDER AND STAFF

    a. Brigade commander's SITREP.

    b. Intelligence reports/updates.

    c. Intelligence databases.

    d. The SPOTREPs/highly perishable combat information.

    e. Changes to CCIR/PIR/IR.

BDE - 4 PROCESSED REPORTS AND INFORMATION FROM SUBORDINATE BRIGADE ELEMENTS AND OTHER UNITS

    a. Spot reports/highly perishable combat information.

    b. Subordinate, supporting, and other brigade commander's situation reports.

    c. Intelligence reports.

    d. The TF R&S plans.

    e. The BDA reports.

    f. Force protection information.

    g. The I&W information.

    h. Captured documents and EPW information.

    i. Intelligence databases.

KEY OUTPUTS

BDE - 5 GUIDANCE AND INFORMATION FROM BRIGADE COMMANDER AND STAFF

    a. Disseminated intelligence products.

        1)   The SITMAP updated.

        2)   Intelligence estimate confirmed or changed.

        3)   Intelligence annex updated and disseminate as appropriate.

        4)   Collection plan updated/changed and disseminate as appropriate.

        5)   The BDA database updated.

        6)   Force protection intelligence updated and disseminated.

        7)   Terrain and weather overlays/matrices updated and disseminated.

    b. Disseminated intelligence templates and associated matrices.

        1)   The ECOAs confirmed or denied.

        2)   Event templates/matrix updated and or verified.

        3)   Update decision support template.

    c. Disseminated intelligence requests and reports.

        1)   Graphic INTSUM reports.

        2)   The INTREP reports.

        3)   The TACREP reports.

        4)   The ERTM.

        5)   The RII.

        6)   The RRII.

        7)   The TACELINT reports.

        8)   The EWRTM.

BDE - 6 BRIGADE WARNOs

a. The CCIR of brigade commander.

b. Graphics.

c. Enemy situation.

d. Assets available for collection of information and intelligence.

e. Task organization.

BDE - 7 BRIGADE FRAGOS

a. Changes to area of operation. Required maps (if different from current OPORD).

b. Current enemy situation.

c. Commander's new CCIR.

d. Task organization (if changed).

e. Concept of the operation (Intelligence support).

f. Orders for preparatory actions (reconnaissance, surveillance, observation).

TASK LIST
DISSEMINATE INTELLIGENCE (BRIGADE CCF 4)

The purpose of this subcomponent is to identify, organize, and list in logical sequence all of the tasks and subtasks necessary to perform this function. Normally, the primary participants responsible for performing the task are identified. The tasks were extracted from the appropriate doctrinal publications and sources. The specific sources of reference for each task and subtask are shown in brackets [ ] following the task.

In many instances, the wording of the task has been changed from the text found in the ARTEP-MTP or FM to add clarity, context, or meaning. The references allow the user to refer to the original source material for further detail and context, if desired.

For tasks selected from an ARTEP-MTP, the task number has been expanded with a slash (/) to identify the subtask and standard reflected in the ARTEP-MTP task. To illustrate: a task referenced as [ARTEP 71-3-MTP, 71-3-4001/4c] was derived from ARTEP 71-3-MTP, the Mission Training Plan for the Heavy Brigade Command Group and Staff, and identifies brigade S4 section task "71-3-4001, Conduct Logistical Planning," subtask""4," "Prepares plans and orders," standard or subelement "c."

For tasks derived from an FM, the FM number and page number have been provided as a reference. For example, the reference for a task "The brigade commander demonstrates understanding of mission and higher commander's intent during confirmation briefing to the division commander" would be [FM 101-5, p. 1-9].

Some tasks and subtasks needed to define the function are not contained in ARTEP-MTPs nor can they be derived from FMs. Tasks and subtasks were identified to fill such gaps and were developed during coordination visits with various Army schools, FORSCOM units, and CTCs. These tasks are listed as field notes [FN] and are annotated with their source. For example, tasks identified by CSS OCs at the NTC would be referenced as [FN-NTC CSS OCs]. Still other tasks and subtasks were identified based on review of newsletters and other documents published by the CALL which capture lessons learned from Army units relevant to DTTP. Tasks derived from CALL publications are referenced as Lessons Learned [LL] with the appropriate document and page number provided. For example, a task extracted from CALL Newsletter 95-6, "National Training Center's 'Fighting with Fires'" is referenced as [LL-CALL Newsletter 95-6, p. 16].

In some cases, the analysis of the CCF resulted in the identification of tasks for which no doctrinal references could be determined. Such tasks were selected based on author experience and a careful study of relevant doctrine. These tasks are referenced as author notes [AN].

Full references for all the source material are listed in the reference section.

1.   **The brigade S2 section determines users of information.** [FM 34-2, p. 3-21].

    a.   The brigade S2 section checks reports against outstanding requirements to determine who requested the information. [FM 34-2, p. 3-21].

    b.   The brigade S2 section checks to determine if the report satisfies, completely or partially, the requirements of other users or can be used to indicate an unexpected threat to, or an opportunity for, a friendly unit. [FM 34-2, p. 3-21].

    c.   The brigade S2 determines what information is suitable for exchange with host country forces and the processing requirements. [CALL Bulletin, No. 90-4, p. 15].

2.   **The brigade S2 identifies media for dissemination.** [FM 34-2, p. 3-22].

    a.   The brigade S2 determines the time sensitivity of each report and makes a decision about the best means of dissemination by considering categories of information. [FM 34-2, p. 3-21; FM 101-5, p. 6-4].

        1)   The CCIR: critical information which directly affects the brigade mission and the brigade commander's decisions. [FM 101-5, p. 6-6].

        2)   Exceptional information: specific and vital information which signals the occurrence of one or more unpredictable, extraordinary events which directly affects the brigade mission and brigade commander's decision-making process. [FM 101-5, p. 6-10].

        3)   Routine information: standard, repetitive information essential for day-to-day operations within the brigade. [FM 101-5, p. 6-5].

    b.   The brigade S2 determines which media is optimal for disseminating information and intelligence using the following criteria: [FM 34-2, pp. 3-22 to 3-23].

        1)   The brigade S2 section uses voice (combat net radios (CNR) or a conference call) in situations where speed in the transmission of a small amount of information is critical or for single distribution items. [FM 34-2, pp. 3-22 to 3-23].

            a)   Single-channel ground and airborne radio system (SINCGARS). [FM 101-5, p. 6-27].

            b)   Improved high-frequency radio (IHFR). [FM 101-5, p. 6-27].

            c)   Tactical satellite systems, when available. [FM 101-5, p. 6-27].

2) The brigade S2 section uses graphics and text for lengthy messages. [FM 34-2, p. 3-22].

   a) The brigade S2 section uses graphics as much as possible to depict: [FM 34-2, p. 3-22].

      (1) Enemy situation INTSUM.

         (a) Disposition.

         (b) Composition.

         (c) Strength.

      (2) Terrain information.

      (3) ECOA.

   b) The brigade S2 section uses text for the other OB factors. [FM 34-2, p. 3-22].

   c) The brigade S2 section uses photo assets to give commanders updated views of areas of operation prior to unit deployment to assist them and their staffs in the planning process. [CALL Newsletter, No. 93-7, pp. 16 - 20].

3) The brigade S2 section uses file transfers between two automated (digital) systems to disseminate graphics and text. [FM 34-2, p. 3-23].

   a) Maneuver control system (MCS) is used to integrate maneuver information with fire support, air defense, IEW, and CSS command and control (C2) information. [FM 101-5, p. 6-22].

   b) Advanced field artillery tactical data system (AFATDS) is used to coordinate the employment (e.g., planning, coordination, and control) of all service and combined fire support assets. [FM 101-5, p. 6-23].

   c) Forward area air defense command, control, communications, and intelligence (FAADC^{3}I) system is used to collect, store, process, display, and disseminate critical, time-sensitive air-situation and targeting information from forward area air defense systems (FAADS). [FM 101-5, p. 6-24].

   d) The ASAS is used to: [FM 34-2, p. 3-23].

(1) Support IEW operations and technical control of MI assets. [FM 101-5, p. 6-24].

(2) Provide automated intelligence and information management by rapidly processing combat information and sensor reports from internal and external sources. [FM 101-5, p. 6-24].

(3) Produce fused, near-real-time, all-source information relative to the battlefield. [FM 101-5, p. 6-24].

4) The brigade S2 section uses a messenger with hard copy as a last resort. [FM 34-2, p. 3-23].

3. **The brigade S2 disseminates information and intelligence.** [FM 34-2, p. 3-23].

a. The brigade S2 determines how much to disseminate. [FM 34-2, p. 3-22].

1) The brigade S2 ensures that restrictions prohibiting the dissemination of information to allied or coalition forces are enforced. [FM 34-2, p. 3-22].

2) The brigade S2 prioritizes the dissemination schedule to provide only that information that is pertinent to the right users. [FM 34-2, p. 3-22].

3) The brigade S2 evaluates each element of reported information against the decisions, requirements, and supporting SIR and SOR for the identified and disseminates each "block" accordingly. [FM 34-2, p. 3-22].

b. The brigade S2 arranges for the dissemination of information that is as direct as possible. [FM 34-2, p. 3-21].

1) The brigade S2 section disseminates highly perishable combat information immediately after receipt. [ARTEP 71-3 MTP, Task 71-3-2006/6b].

2) The brigade S2 writes into SOR the requirement for direct dissemination of intelligence to the original requestor. [FM 34-2, p. 3-21].

3) The brigade S2 arranges for direct dissemination of targeting intelligence to the FSE and targeting cells. [FM 34-2, p. 3-21].

4) The brigade S2 section disseminates all other combat information within five minutes of receipt. [ARTEP 71-3 MTP, Task 71-3-2006/6c].

c. The brigade S2 develops an audit trail to track disseminated intelligence. [FM 34-2, p. 3-24].

1) The brigade S2 section has a system that ensures that everyone who requires information receives it. [FM 34-2, p. 3-24].

2) The brigade S2 section has a system that ensures that concerned users receive each report only once. [FM 34-2, p. 3-24].

3) The brigade S2 section has a system that tracks who has seen which messages. [FM 34-2, p. 3-24].

4) The brigade S2 section has a system that verifies the release of messages to authorized recipients and verifies receipt at the user location. [FM 34-2, p. 3-24].

5) The brigade S2 devises a system to track the status of each answered intelligence request that accounts for direct dissemination. [FM 34-2, p. 3-21].

d. The brigade S2 briefs the current enemy situation, forecasts of enemy activities, collection requirements and assets and recommendations to the brigade commander, brigade staff, subordinate commanders and staff, and supporting commanders and staff based on:

1) Judgement and use of doctrinal intelligence analysis procedures. [ARTEP 71-3 MTP, Task 71-3-2003/2n].

2) Conclusions of BDA analysis. [FN-NTC, Bde INTEL OC].

e. The brigade S2 ensures that the precedence coding system is used (i.e., flash, priority). [FM 34-2, p. 3-23].

f. The brigade S2 ensures that the brigade S2 section is proficient in terms of operating automated systems and is familiar with message formats. [FM 34-2, p. 3-23].

g. The brigade S2 section disseminates the following updated/refined information and intelligence products as appropriate: [AN].

1) Intelligence estimate. [FM 34-80, pp. A-0 to A-29].

2) Intelligence annex to the OPORD. [FM 34-80, pp. A-0 to A-29].

3) Collection plan. [FM 34-80, pp. A-0 to A-29].

4) BDA. [FM 34-1, p. 2-14].

5) Force protection intelligence. [FM 34-1, p. 2-13].

6) Terrain and weather overlays/matrices. [FM 34-8-2, p. B-1].

   a) The MCOO.

   b) Population status overlay.

   c) Key facilities and target overlay.

   d) Logistics sustainability overlay.

   e) Lines of communication overlay.

   f) Weather effects forecast matrix.

   g) Critical weather values matrix.

7) Templates and associated matrices. [FM 34-8-2, p. B-1].

   a) Threat models.

   b) The ECOAs.

   c) Situation/event templates/matrix.

   d) Intelligence information for the battlefield operating system (BOS) synchronization matrix.

8) Requests and reports. [FM 34-80, pp. A-0 to A-29; AN].

   a) Graphic INTSUM reports.

   b) The INTREP.

   c) The TACREP.

   d) The ERTM.

   e) The RII.

   f) The RRII.

   g) The TACELINT reports.

   h) The EWRTM.

h. The brigade S2 answers questions about the accuracy, source, and completeness of information that arise during dissemination. [FM 34-2, p. 3-23].

i. The brigade S2 "pushes" essential information to concerned users and informs them of other available information. [FM 34-2, p. 3-23].

   1) The brigade S2 section disseminates intelligence to support close operations to the brigade tactical command post (TAC CP) as developed. [ARTEP 71-3 MTP, Task 71-3-2006/7d].

   2) The brigade S2 section disseminates brigade TAC CP generated intelligence to the brigade main CP to support battle monitoring and future planning. [ARTEP 71-3 MTP, Task 71-3-2006/7b].

   3) The brigade S2 section disseminates intelligence to all subordinate elements within the brigade. [ARTEP 71-3 MTP, Task 71-3-2006/7e].

   4) The brigade S2 section disseminates information which satisfies higher headquarters intelligence collection taskings to the division G2 in spot report format and disseminates   intelligence assessments by the most expeditious means available   (i.e., FM communications secure, pulse code modulation (PCM), courier). [ARTEP 71-3 MTP, Task 71-3-2006/7c; Task 71-3-2006/7a].

   5) The brigade S2 section makes recommendations to the brigade S3 regarding adjustments to the OPSEC plan based on evaluation results. [ARTEP 71-3-MTP, Task 71-3-2010/3].

       a) The brigade S2 section recommends adjustments to the OPSEC plan if a hostile intelligence collection asset was overlooked or misjudged.

       b) The brigade S2 section recommends adjustments to the brigade profile if an indicator, pattern, or signature was overlooked or misjudged.

       c) The brigade S2 section recommends adjustments to the analytical phase if a vulnerability or risk was overlooked or misjudged.

       d) The brigade S2 section recommends adjustments to the OPSEC measures selection and implementation phase if the OPSEC measures did not achieve the desired results.

       e) The brigade S2 section recommends adjustments to the evaluation phase if the evaluation did not:

           (1) Correctly or adequately display the collection capability of hostile forces.

(2)   Address the appropriate targeted activities.

f)   The brigade S2 section recommends adjustments to any combination of the four OPSEC phases, as necessary.

6)   The brigade S2 provides a pre-battle intelligence assessment and situation template to brigade and TF staff and commanders based on the division G2's updates and pre-line of departure (LD) reconnaissance activities. [AN; CALL Compendium, Volume I, p.15].

7)   The brigade S2 briefs PIRs during the OPORD brief. [CALL Compendium, Volume I, Fall 88, p. 3-4].

j.   The brigade S2 manages intelligence database requests. [FM 34-2, p. 3-23].

1)   The brigade S2 section accesses the automated database to transfer incoming digital information straight into the brigade database and provides instant dissemination within the brigade intelligence section. [FM 34-2, p. 3-23].

2)   The brigade S2 section handles simple requests of the database and refers more complex requests to the appropriate database manager brigade ACE. [FM 34-2, p. 3-23].

LESSONS LEARNED INTEGRATED INTO TASK LIST
DISSEMINATE INTELLIGENCE (BRIGADE CCF 4)

This subcomponent identifies the lessons learned extracted from the U.S. Army CALL publications relevant to performing this CCF. The lessons learned are organized and listed by the appropriate task in the CCF task list. Where appropriate to address the absence of a task in an ARTEP-MTP, the lessons learned have been structured as tasks and are included in the detailed task list as subtasks. The purpose of the lessons learned subcomponent is to provide the user with the most recent TTPs associated with the performance of the tasks in this CCF.

1. **The brigade S2 section determines users of information.**

   LL - The brigade S2 should address PIRs during the OPORD brief. These are items of combat information that help the S2 fill in the blank pieces of the intelligence puzzle. At a minimum, the S2 must update and disseminate the situation template confirmed by reconnaissance just prior to the battle. He must construct event analysis templates to portray enemy firepower and maneuver options. Finally, he must develop the decision support template to form the basis for staff planning and wargaming. [CALL Compendium, Volume I, Fall 88, pp. 3 - 4].

   LL - Determine what information is suitable for exchange with host country forces and the processing requirements. [CALL Bulletin, No. 90-4, p. 15].

2. **The brigade S2 identifies media for dissemination.**

   LL - Use photo assets readily available to give commanders updated views of AOs prior to unit deployment. This will assist them and their staffs in the planning process. [CALL Newsletter, No. 93-7, pp. 16 - 20].

3. **The brigade S2 disseminates information and intelligence.**

   LL - Determine what information is suitable for exchange with host country forces and determine the processing requirements.

   Interagency cooperation is absolutely essential. Establish rapport and exchange LNOs early.

   Make provisions to interface with host country intelligence sources (military and civilian). [CALL Bulletin, No. 90-4, p. 15].

   LL - The S2 should address PIRs during the OPORD brief. These are items of combat information that help the S2 fill in the blank pieces of the intelligence puzzle. At a minimum, the S2 must update and disseminate the situation template confirmed by reconnaissance just prior to the battle. He must construct event analysis templates to portray enemy firepower and maneuver options. Finally, he must develop the

decision support template to form the basis for staff planning and wargaming.

All key leaders and staff must realize that the IPB process never stops. Templates require continuous updating throughout all aspects of operational planning and execution. Notifying all key personnel of all significant changes is critical to the process. The IPB is not a process separate and distinct from all the other staff processes. It applies staff actions to gathering information toward answering certain questions relative to the ongoing mission. [CALL Compendium, Volume I, Fall 88, pp. 3 - 4].

GATE TASKS
DISSEMINATE INTELLIGENCE (BRIGADE CCF 4)

This subcomponent identifies critical individual or collective tasks upon which the performance of each CCF task identified in the Task List is dependent. In order to ensure efficient and safe training of the major task, the participants should have first achieved mastery in performing these gate tasks.

The officers, NCOs, and soldiers listed in this component are based on the TOE for the echelon and type unit being analyzed. In some cases, the MQS and STPs for those officers, NCOs, and soldiers may not have yet been published or are being revised. In such an instance, existing MQS and STP publications were used to identify gate tasks which are still relevant. This may result in the identification of gate tasks derived from another proponent MQS or STP publication (e.g., an infantry STP task listed as relevant to a field artillery MOS).

In other cases, the Army has designated a new MOS to replace the MOS listed in the TOE. In such an instance, the analyst selected tasks from STPs for like/similar MOSs or tasks from the original TOE MOS to depict those tasks which must still be performed.

Based on the analyst's analysis and review of doctrine, gate tasks may be identified for which there is no published doctrine.

CCF TASKS	INDIVIDUAL/COLLECTIVE GATE TASKS

1. The brigade S2 section determines users of information.

Brigade S2 (STP 34-35II-MQS)
- Direct analysis and dissemination of information (01-3381.41-5002).
- Disseminate intelligence and combat information (01-3381.39-4005).
- Direct asset management (01-3381.06-5001).

Brigade S2 section (ARTEP 34-245-10-DRILL)
- Conduct briefing/transmitting by radio (Drill 5a).
- Prepare written reports (Drill 5b).

Brigade SR INTEL analyst (STP 34-96B14-SM-TG)
- Supervise preparation/maintenance of situation map by subordinate personnel (301-336-3051).
- Coordinate targeting function (301-336-

4101).
- Supervise preparation of intelligence reports and summaries (301-336-4050).

DS MI Co Cdr (STP 34-35II-MQS)
- Direct analysis and dissemination of information (01-3381.41-5002).
- Disseminate intelligence and combat information (01-3381.39-4005).
- Direct asset management (01-3381.06-5001).

Officer common tasks for: S2, S2 section, DS MI Co Cdr, assistant S3, S3 section (STP 34-35II-MQS)
- Direct analysis and dissemination of information (01-3381.41-5002).
- Disseminate intelligence and combat information (01-3381.39-4005).
- Direct asset management (01-3381.06-5001).

(STP 21-II-MQS, common tasks)
- Solve problems using the military problem-solving process (03-9001.13-0001).

(STP 17-12II-MQS, armor)
- Perform duties as TOC shift officer (01-1250.00-0006).

NCO common tasks for: all primary and special staff NCOs in the S2 and S3 sections (ARTEP 34-245-10-DRILL)
- Briefing/transmitting by radio (Drill 5a).
- Written reports (Drill 5b).

(ARTEP 71-3-MTP)
- Perform duties in a TOC or A/L CP (7-1-3904/3036).
- Advise and assist staff on elements of BOS that support/impact their staff function (71-3-0001).

2.   The brigade S2 identifies media for dissemination.

Brigade S2 (STP 34-35II-MQS)
-   Direct analysis and dissemination of information (01-3381.41-5002).
-   Disseminate intelligence and combat information (01-3381.39-4005).
-   Direct asset management (01-3381.06-5001).

Brigade S2 section (ARTEP 34-245-10-DRILL)
-   Conduct briefing/transmitting by radio (Drill 5a).
-   Prepare written reports (Drill 5b).

Brigade SR INTEL Analyst (STP 34-96B14-SM-TG)
-   Supervise preparation/maintenance of situation map by subordinate personnel (301-336-3051).
-   Coordinate targeting function (301-336-4101).
-   Supervise preparation of intelligence reports and summaries (301-336-4050).

DS MI Co Cdr (STP 34-35II-MQS)
-   Direct analysis and dissemination of information (01-3381.41-5002).
-   Disseminate intelligence and combat information (01-3381.39-4005).
-   Direct asset management (01-3381.06-5001).

Officer common tasks for: S2, S2 section, DS MI Co Cdr, assistant S3, S3 section (STP 34-35II-MQS)
-   Direct analysis and dissemination of information (01-3381.41-5002).
-   Disseminate intelligence and combat information (01-3381.39-4005).
-   Direct asset management (01-3381.06-5001).

(ARTEP 34-245-10-DRILL)
-   Conduct briefing/transmitting by radio (Drill 5a).

- Prepare written reports (Drill 5b).

(STP 21-II-MQS, common tasks)
- Communicate effectively as a commander or staff officer (03-9001.12-0003).
- Solve problems using the military problem solving process (03-9001.13-0001).

(STP 17-12II-MQS, armor)
- Perform duties as TOC shift officer (01-1250.00-0006).

NCO common tasks for: all primary and special staff NCOs in the S2 and S3 sections (STP 34-96B14-SM-TG)
- Supervise preparation/maintenance of situation map by subordinate personnel (301-336-3051).
- Supervise preparation of intelligence reports and summaries (301-336-4050).

(ARTEP 34-245-10-DRILL)
- Conduct briefing/transmitting by radio (Drill 5a).
- Prepare written reports (Drill 5b).

(STP 21-24-SMCT, common tasks)
- Prepare SITREP (071-332-5022).
- Prepare an operation overlay (071-332-5000/ 71-3-3002(2) MTP 71-3).

(ARTEP 71-3-MTP)
- Perform duties in a TOC or A/L CP (7-1-3904/3036).
- Prepare plans/orders/annexes IAW FM's 71-2 and 101-5 (7-1-3904(9) / 71-3-3002).
- Advise and assist staff on elements of BOS that support/impact their staff function (71-3-0001).

3. The brigade S2 disseminates information and intelligence.

Brigade S2 (STP 34-35II-MQS)
-   Conduct asset management (01-3381.06-4007).
-   Disseminate intelligence and combat information (01-3381.39-4005).
-   Direct asset management (01-3381.06-5001).
-   Direct analysis and dissemination of information (01-3381.41-5002).
-   Produce finished intelligence products from all-source information (01-3381.41-5003).

Brigade S2 section (ARTEP 34-245-10-DRILL)
-   Conduct briefing/transmitting by radio (Drill 5a).
-   Prepare written reports (Drill 5b).

Brigade SR INTEL Analyst (STP 34-96B14-SM-TG)
-   Supervise preparation/maintenance of situation map by subordinate personnel (301-336-3051).
-   Coordinate targeting function (301-336-4101).
-   Supervise preparation of intelligence reports and summaries (301-336-4050).
-   Supervise receipt, transfer, and storage of classified documents and materials (301-336-3201).

DS MI Co Cdr (STP 34-35II-MQS)
-   Conduct asset management (01-3381.06-4007).
-   Disseminate intelligence and combat information (01-3381.39-4005).
-   Direct asset management (01-3381.06-5001).
-   Direct analysis and dissemination of information (01-3381.41-5002).
-   Produce finished intelligence products from all-source information (01-3381.41-5003).

BSO (STP 11-25II-MQS, signal)
- Employ communications system of a maneuver brigade or battalion (01-5841.07-001).
- Implement communications system control element operations (01-5753.07-002).
- Manage network traffic routing (01-5710.07-002).

Officer common tasks for: S2, S2 section, DS MI Co Cdr, assistant S3, S3 section (STP 34-35II-MQS)
- Disseminate intelligence and combat information (01-3381.39-4005).
- Direct asset management (01-3381.06-5001).
- Direct analysis and dissemination of information (01-3381.41-5002).

(ARTEP 34-245-10-DRILL)
- Conduct briefing/transmitting by radio (Drill 5a).
- Prepare written reports (Drill 5b).

(STP 21-II-MQS, common tasks)
- Communicate effectively as a commander or staff officer (03-9001.12-0003).
- Brief to inform, persuade, or direct (01-9007.01-0250).
- Implement operations security (03-3711.12-0001).

(STP 17-12II-MQS, armor)
- Perform duties as TOC shift officer (01-1250.00-0006).

NCO common tasks for: all primary and special staff NCOs in the S2 and S3 sections (ARTEP 34-245-10-DRILL)
- Conduct briefing/transmitting by radio (Drill 5a).
- Prepare written reports (Drill 5b).

(STP 34-96B14-SM-TG)
- Supervise preparation/maintenance of situation map by subordinate personnel (301-336-3051).
- Supervise receipt, transfer, and storage of classified documents and materials (301-336-3201).

(STP 21-24-SMCT, common tasks)
- Conduct OPSEC procedures (113-573-0002).

(ARTEP 71-3-MTP)
- Perform duties in a TOC or A/L CP (7-1-3904/3036).
- Advise and assist staff on elements of BOS that support/impact their staff function (71-3-0001).
- Maintain the current situation (71-3-3003).

Officer common tasks for: Bde Cdr, XO, S3, S4, S4 section, S1, CHEMO, BSO, FSO/targeting officer, FSE, ABE, ADA LNO, Army AVN LNO, air and naval gunfire liaison company (ANGLICO), MP platoon leader, chaplain, surgeon, Bde HQ Co Cdr, TF/Bn commanders and staff, division commander and staff, DS FA battalion commander and staff, DS engineer battalion commander and staff, FSB commander and staff, other brigade commanders and staff, attached and OPCON units (No Reference)
- Access current intelligence situation.
- Collect, process, and share intelligence and combat information with other staff, higher headquarters, subordinate units, and adjacent units.
- Utilize intelligence to plan, prepare, and execute combat, combat support, and combat service support operations.

(STP 21-II-MQS, common tasks)
- Solve problems using the military problem-solving process (03-9001.13-0001).
- Implement operations security (03-3711.12-0001).

(STP 17-12II-MQS, armor)
- Plan the IPB (01-3353.02-0090).

(STP 34-35II-MQS, intelligence)
- Disseminate intelligence and combat information (01-3381.39-4005).

NCO common tasks for: all primary and special staff NCOs at brigade, TF, supporting units, division, OPCON units, and adjacent units (STP 21-24-SMCT, common tasks)
- Conduct OPSEC procedures (113-573-0002).

(ARTEP 71-3-MTP)
- Perform duties in a TOC or A/L CP (7-1-3904/3036).
- Prepare operational journals (71-3-2006(2)).
- Advise and assist staff on elements of BOS that support/impact their staff function (71-3-0001).
- Maintain the current situation (71-3-3003).

TASKS ORGANIZED BY OUTCOMES
DISSEMINATE INTELLIGENCE (BRIGADE CCF 4)

This subcomponent links the tasks with the outcomes the task performance supports. Each outcome is linked with all appropriate tasks. This subcomponent is used for two purposes. The first is to ensure that each CCF outcome is sufficiently supported by all tasks necessary to achieve the outcome. The second is to verify that the outcomes selected support the CCF purpose and that they are complete in that no additional outcomes are required to define the CCF. This subcomponent can be used by trainers to facilitate assessment of training proficiency and to plan training.

Outcome 1

Timely, accurate, relevant, and complete intelligence to the brigade commander and staff when it is needed.

Task Elements

1.   **The brigade S2 section determines users of information.** [FM 34-2, p. 3-21].

   a.   The brigade S2 section checks reports against outstanding requirements to determine who requested the information. [FM 34-2, p. 3-21].

   b.   The brigade S2 section checks to determine if the report satisfies, completely or partially, the requirements of other users or can be used to indicate an unexpected threat to, or an opportunity for, a friendly unit. [FM 34-2, p. 3-21].

2.   **The brigade S2 identifies media for dissemination.** [FM 34-2, p. 3-22].

   a.   The brigade S2 determines the time sensitivity of each report and makes a decision about the best means of dissemination by considering categories of information: [FM 34-2, p. 3-21; FM 101-5, p. 6-4].

      1)   CCIR: critical information which directly affects the brigade mission and the brigade commander's decisions. [FM 101-5, p. 6-6].

      2)   Exceptional information: specific and vital information which signals the occurrence of one or more unpredictable, extraordinary events which directly affects the brigade mission and brigade commander's decision-making process. [FM 101-5, p. 6-10].

      3)   Routine information: standard, repetitive information essential for day-to-day operations within the brigade. [FM 101-5, p. 6-5].

b. The brigade S2 determines which media is optimal for disseminating information and intelligence using the following criteria: [FM 34-2, p. 3-22 to p. 3-23].

1) The brigade S2 section uses voice (CNR or a conference call) in situations where speed in the transmission of a small amount of information is critical or for single distribution items. [FM 34-2, p. 3-22 to 3-23].

   a) Single-channel ground and airborne radio system (SINCGARS). [FM 101-5, p. 6-27].

   b) The improved high-frequency radio (IHFR). [FM 101-5, p. 6-27].

   c) Tactical satellite systems, when available. [FM 101-5, p. 6-27].

2) The brigade S2 section uses graphics and text for lengthy messages. [FM 34-2, p. 3-22].

   a) The brigade S2 section uses graphics as much as possible to depict: [FM 34-2, p. 3-22].

      (1) Enemy situation INTSUM.

         (a) Disposition.

         (b) Composition.

         (c) Strength.

      (2) Terrain information.

      (3) ECOA.

   b) The brigade S2 section uses text for the other OB factors. [FM 34-2, p. 3-22].

   c) The brigade S2 section uses photo assets to give commanders updated views of areas of operation prior to unit deployment to assist them and their staffs in the planning process. [CALL Newsletter, No. 93-7, pp. 16 - 20].

3) The brigade S2 section uses file transfers between two automated (digital) systems to disseminate graphics and text. [FM 34-2, p. 3-23].

   a) The maneuver control system (MCS) is used to integrate maneuver information with fire support, air defense, IEW, and CSS command and control information [FM 101-5, p. 6-22].

b) The AFATDS is used to coordinate the employment (e.g., planning, coordination, and control) of all service and combined fire support assets. [FM 101-5, p. 6-23].

c) The FAADC³I system is used to collect, store, process, display, and disseminate critical, time-sensitive air-situation and targeting information from FAADS. [FM 101-5, p. 6-24].

d) The ASAS is used to: [FM 34-2, p. 3-23].

    (1) Support IEW operations and technical control of MI assets. [FM 101-5, p. 6-24].

    (2) Provide automated intelligence and information management by rapidly processing combat information and sensor reports from internal and external sources. [FM 101-5, p. 6-24].

    (3) Produce fused, near-real-time, all-source information relative to the battlefield. [FM 101-5, p. 6-24].

4) The brigade S2 section uses a messenger with hard copy as a last resort. [FM 34-2, p. 3-23].

3. **The brigade S2 disseminates information and intelligence.** [FM 34-2, p. 3-23].

    a. The brigade S2 determines how much to disseminate. [FM 34-2, p. 3-22].

        1) The brigade S2 ensures that restrictions prohibiting the dissemination of information to allied or coalition forces are enforced. [FM 34-2, p. 3-22].

        2) The brigade S2 prioritizes the dissemination schedule to provide only that information that is pertinent to the right users. [FM 34-2, p. 3-22].

        3) The brigade S2 evaluates each element of reported information against the decisions, requirements, and supporting SIR and SOR for the identified and disseminates each "block" accordingly. [FM 34-2, p. 3-22].

    b. The brigade S2 arranges for the dissemination of information that is as direct as possible. [FM 34-2, p. 3-21].

        1) The brigade S2 section disseminates highly perishable combat information immediately after receipt. [ARTEP 71-3 MTP, Task 71-3-2006/6b].

    2)   The brigade S2 writes into SOR the requirement for direct dissemination of intelligence to the original requestor. [FM 34-2, p. 3-21].

    3)   The brigade S2 arranges for direct dissemination of targeting intelligence to the FSE and targeting cells. [FM 34-2, p. 3-21].

    4)   The brigade S2 section disseminates all other combat information within five minutes of receipt. [ARTEP 71-3 MTP, Task 71-3-2006/6c].

c.   The brigade S2 develops an audit trail to track disseminated intelligence. [FM 34-2, p. 3-24].

    1)   The brigade S2 section has a system that ensures that everyone who requires information receives it. [FM 34-2, p. 3-24].

    2)   The brigade S2 section has a system that ensures that concerned users receive each report only once. [FM 34-2, p. 3-24].

    3)   The brigade S2 section has a system that tracks who has seen which messages. [FM 34-2, p. 3-24].

    4)   The brigade S2 section has a system that verifies the release of messages to authorized recipients and verifies receipt at the user location. [FM 34-2, p. 3-24].

    5)   The brigade S2 devises a system to track the status of each answered intelligence request that accounts for direct dissemination. [FM 34-2, p. 3-21].

d.   The brigade S2 briefs the current enemy situation, forecasts of enemy activities, collection requirements and assets and recommendations to the brigade commander and brigade staff based on:

    1)   Judgement and the use of doctrinal intelligence analysis procedures. [ARTEP 71-3 MTP, Task 71-3-2003/2n].

    2)   Conclusions of BDA analysis. [FN-NTC, Bde INTEL OC].

e.   The brigade S2 ensures that the precedence coding system is used (i.e. FLASH, PRIORITY). [FM 34-2, p. 3-23].

f.   The brigade S2 ensures that the brigade S2 section is proficient in terms of operating automated systems and is familiar with message formats. [FM 34-2, p. 3-23].

g.   The brigade S2 section disseminates the following updated/refined information and intelligence products as appropriate: [AN].

1) Intelligence estimate. [FM 34-80, pp. A-0 to A-29].

2) Intelligence annex to the OPORD. [FM 34-80, pp. A-0 to A-29].

3) Collection plan. [FM 34-80, pp. A-0 to A-29].

4) BDA. [FM 34-1, p. 2-14].

5) Force protection intelligence. [FM 34-1, p. 2-13].

6) Terrain and weather overlays/matrices. [FM 34-8-2, p. B-1].

    a) The MCOO.

    b) Population status overlay.

    c) Key facilities and target overlay.

    d) Logistics sustainability overlay.

    e) Lines of communication overlay.

    f) Weather effects forecast matrix.

    g) Critical weather values matrix.

7) Templates and associated matrices. [FM 34-8-2, p. B-1].

    a) Threat models.

    b) The ECOAs.

    c) Situation/event templates/matrix.

    d) Intelligence information for the battlefield operating system (BOS) synchronization matrix.

8) Requests and reports. [FM 34-80, pp. A-0 to A-29; AN].

    a) Graphic INTSUM reports.

    b) The INTREP.

    c) The TACREP.

d) The ERTM.

e) The RII.

f) The RRII.

g) The TACELINT reports.

h) The EWRTM.

h. The brigade S2 answers questions about the accuracy, source, and completeness of information that arise during dissemination. [FM 34-2, p. 3-23].

i. The brigade S2 "pushes" essential information to concerned users and informs them of other available information. [FM 34-2, p. 3-23].

1) The brigade S2 section disseminates intelligence to support close operations to the brigade TAC CP as developed. [ARTEP 71-3 MTP, Task 71-3-2006/7d].

2) The brigade S2 section disseminates brigade TAC CP generated intelligence to the brigade main CP to support battle monitoring and future planning. [ARTEP 71-3 MTP, Task 71-3-2006/7b].

3) The brigade S2 section disseminates intelligence to all subordinate elements within the brigade. [ARTEP 71-3 MTP, Task 71-3-2006/7e].

4) The brigade S2 section disseminates information which satisfies higher headquarters intelligence collection taskings to the division G2 in spot report format, and disseminates intelligence assessments by the most expeditious means available (i.e., FM communications secure, pulse code modulation (PCM), courier). [ARTEP 71-3 MTP, Task 71-3-2006/7c; Task 71-3-2006/7a].

5) The brigade S2 section makes recommendations to the brigade S3 regarding adjustments to the OPSEC plan based on evaluation results. [ARTEP 71-3-MTP, Task 71-3-2010/3].

a) The brigade S2 section recommends adjustments to the OPSEC plan if a hostile intelligence collection asset was overlooked or misjudged.

b) The brigade S2 section recommends adjustments to the brigade profile if an indicator, pattern, or signature was overlooked or misjudged.

c) The brigade S2 section recommends adjustments to the analytical phase if a vulnerability or risk was overlooked or misjudged.

       d) The brigade S2 section recommends adjustments to the OPSEC measures selection and implementation phase if the OPSEC measures did not achieve the desired results.

       e) The brigade S2 section recommends adjustments to the evaluation phase if the evaluation did not:

           (1) Correctly or adequately display the collection capability of hostile forces.

           (2) Address the appropriate targeted activities.

       f) The brigade S2 section recommends adjustments to any combination of the four OPSEC phases as necessary.

    6) The brigade S2 provides a pre-battle intelligence assessment and situation template to brigade and TF staff and commanders based on the division G2's updates and pre-LD reconnaissance activities. [AN; CALL Compendium., Volume I, Fall 88, p.15].

    7) The brigade S2 briefs PIR during the OPORD brief. [CALL Compendium, Volume I, Fall 88, pp. 3 - 4].

j. The brigade S2 manages intelligence database requests. [FM 34-2, p. 3-23].

    1) The brigade S2 section accesses the automated database to transfer incoming digital information straight into the brigade database and provides instant dissemination within the brigade intelligence section. [FM 34-2, p. 3-23].

    2) The brigade S2 section handles simple requests of the database and refers more complex requests to the appropriate database manager brigade ACE. [FM 34-2, p. 3-23].

Outcome 2

Timely, accurate, relevant, and complete intelligence to brigade subordinate commanders when it is needed.

Task Elements

1. **The brigade S2 section determines users of information.** [FM 34-2, p. 3-21].

   a. The brigade S2 section checks reports against outstanding requirements to determine who requested the information. [FM 34-2, p. 3-21].

   b. The brigade S2 section checks to determine if the report satisfies, completely or partially, the requirements of other users or if it can be used to indicate an unexpected threat to, or an opportunity for, a friendly unit. [FM 34-2, p. 3-21].

2. **The brigade S2 identifies media for dissemination.** [FM 34-2, p. 3-22].

   a. The brigade S2 determines the time sensitivity of each report and makes a decision about the best means of dissemination by considering categories of information: [FM 34-2, p.3-21; FM 101-5, p. 6-4].

      1) CCIR: critical information which directly affects the brigade mission and the brigade commander's decisions. [FM 101-5, p. 6-6].

      2) Exceptional information: specific and vital information which signals the occurrence of one or more unpredictable, extraordinary events which directly affects the brigade mission and brigade commander's decision-making process. [FM 101-5, p. 6-10].

      3) Routine information: standard, repetitive information essential for day-to-day operations within the brigade. [FM 101-5, p. 6-5].

   b. The brigade S2 determines which media is optimal for disseminating information and intelligence using the following criteria: [FM 34-2, pp. 3-22 to pp. 3-23].

      1) The brigade S2 section uses voice (CNR or a conference call) in situations where speed in the transmission of a small amount of information is critical or for single distribution items. [FM 34-2, pp. 3-22 to 3-23].

         a) The SINCGARS. [FM 101-5, p. 6-27].

         b) The IHFR. [FM 101-5, p. 6-27].

         c) Tactical satellite systems, when available. [FM 101-5, p. 6-27].

2) The brigade S2 section uses graphics and text for lengthy messages. [FM 34-2, p. 3-22].

    a) The brigade S2 section uses graphics as much as possible to depict: [FM 34-2, p. 3-22].

        (1) Enemy situation INTSUM.

            (a) Disposition.

            (b) Composition.

            (c) Strength.

        (2) Terrain information.

        (3) The ECOA.

    b) The brigade S2 section uses text for the other OB factors. [FM 34-2, p. 3-22].

    c) The brigade S2 section uses photo assets to give commanders updated views of areas of operation prior to unit deployment to assist them and their staffs in the planning process. [CALL Newsletter, No. 93-7, pp. 16 - 20].

3) The brigade S2 section uses file transfers between two automated (digital) systems to disseminate graphics and text. [FM 34-2, p. 3-23].

    a) The MCS is used to integrate maneuver information with fire support, air defense, IEW, and CSS command and control information. [FM 101-5, p. 6-22].

    b) The AFATDS is used to coordinate the employment (e.g., planning, coordination, and control) of all service and combined fire support assets. [FM 101-5, p. 6-23].

    c) The FAADC^{3}I system is used to collect, store, process, display, and disseminate critical, time-sensitive air-situation and targeting information from FAADS. [FM 101-5, p. 6-24].

    d) The ASAS is used to: [FM 34-2, p. 3-23].

        (1) Support IEW operations and technical control of MI assets. [FM 101-5, p. 6-24].

(2) Provide automated intelligence and information management by rapidly processing combat information and sensor reports from internal and external sources. [FM 101-5, p. 6-24].

(3) Produce fused, near-real-time, all-source information relative to the battlefield. [FM 101-5, p. 6-24].

4) The brigade S2 section uses a messenger with hard copy as a last resort. [FM 34-2, p. 3-23].

3. **The brigade S2 disseminates information and intelligence.** [FM 34-2, p. 3-23].

a. The brigade S2 determines how much information to disseminate. [FM 34-2, p. 3-22].

1) The brigade S2 ensures that restrictions prohibiting the dissemination of information to allied or coalition forces are enforced. [FM 34-2, p. 3-22].

2) The brigade S2 prioritizes the dissemination schedule to provide only that information that is pertinent to the right users. [FM 34-2, p. 3-22].

3) The brigade S2 evaluates each element of reported information against the decisions, requirements, and supporting SIR and SOR for the identified and disseminates each "block" accordingly. [FM 34-2, p. 3-22].

b. The brigade S2 arranges for the dissemination of information that is as direct as possible. [FM 34-2, p. 3-21].

1) The brigade S2 section disseminates highly perishable combat information immediately after receipt. [ARTEP 71-3 MTP, Task 71-3-2006/6b].

2) The brigade S2 writes into SOR the requirement for direct dissemination of intelligence to the original requestor. [FM 34-2, p. 3-21].

3) The brigade S2 arranges for direct dissemination of targeting intelligence to the FSE and targeting cells. [FM 34-2, p. 3-21].

4) The brigade S2 section disseminates all other combat information within five minutes of receipt. [ARTEP 71-3 MTP, Task 71-3-2006/6c].

c. The brigade S2 develops an audit trail to track disseminated intelligence. [FM 34-2, p. 3-24].

1) The brigade S2 section has a system that ensures that everyone who requires information receives it. [FM 34-2, p. 3-24].

2) The brigade S2 section has a system that ensures that concerned users receive each report only once. [FM 34-2, p. 3-24].

3) The brigade S2 section has a system that tracks who has seen which messages. [FM 34-2, p. 3-24].

4) The brigade S2 section has a system that verifies the release of messages to authorized recipients and verifies receipt at the user location. [FM 34-2, p. 3-24].

5) The brigade S2 devises a system to track the status of each answered intelligence request that accounts for direct dissemination. [FM 34-2, p. 3-21].

d. The brigade S2 briefs the current enemy situation, forecasts of enemy activities, collection requirements, and assets and recommendations to the brigade commander and brigade staff based on:

1) Judgment and the use of doctrinal intelligence analysis procedures. [ARTEP 71-3 MTP, Task 71-3-2003/2n].

2) Conclusions of BDA analysis [FN-NTC, Bde INTEL OC].

e. The brigade S2 ensures that the precedence coding system is used (i.e. FLASH, PRIORITY). [FM 34-2, p. 3-23].

f. The brigade S2 ensures that the brigade S2 section is proficient in terms of operating automated systems and is familiar with message formats. [FM 34-2, p. 3-23].

g. The brigade S2 section disseminates the following updated/refined information and intelligence products as appropriate: [AN].

1) Intelligence estimate. [FM 34-80, pp. A-0 to A-29].

2) Intelligence annex to the OPORD. [FM 34-80, pp. A-0 to A-29].

3) Collection plan. [FM 34-80, pp. A-0 to A-29].

4) BDA. [FM 34-1, p. 2-14].

5) Force protection intelligence. [FM 34-1, p. 2-13].

6) Terrain and weather overlays/matrices. [FM 34-8-2, p. B-1].

a) The MCOO.

        b) Population status overlay.

        c) Key facilities and target overlay.

        d) Logistics sustainability overlay.

        e) Lines of communication overlay.

        f) Weather effects forecast matrix.

        g) Critical weather values matrix.

7)   Templates and associated matrices. [FM 34-8-2, p. B-1].

        a) Threat models.

        b) The ECOAs.

        c) Situation/event templates/matrix.

        d) Intelligence information for the BOS synchronization matrix.

8)   Requests and reports. [FM 34-80, pp. A-0 to A-29; AN].

        a) Graphic INTSUM reports.

        b) The INTREP.

        c) The TACREP.

        d) The ERTM.

        e) The RII.

        f) The RRII.

        g) The TACELINT reports.

        h) The EWRTM.

h. The brigade S2 answers questions about the accuracy, source, and completeness of information that arise during dissemination. [FM 34-2, p. 3-23].

i. The brigade S2 "pushes" essential information to concerned users and informs them of other available information. [FM 34-2, p. 3-23].

1) The brigade S2 section disseminates intelligence to support close operations to the brigade TAC CP as developed. [ARTEP 71-3 MTP, Task 71-3-2006/7d].

2) The brigade S2 section disseminates brigade TAC CP generated intelligence to the brigade main CP to support battle monitoring and future planning. [ARTEP 71-3 MTP, Task 71-3-2006/7b].

3) The brigade S2 section disseminates intelligence to all subordinate elements within the brigade. [ARTEP 71-3 MTP, Task 71-3-2006/7e].

4) The brigade S2 section disseminates information which satisfies higher headquarters intelligence collection taskings to the division G2 in spot report format and disseminates intelligence assessments by the most expeditious means available (i.e., FM communications secure, PCM, courier). [ARTEP 71-3 MTP, Task 71-3-2006/7c; Task 71-3-2006/7a].

5) The brigade S2 section makes recommendations to the brigade S3 regarding adjustments to the OPSEC plan based on evaluation results. [ARTEP 71-3-MTP, Task 71-3-2010/3].

   a) The brigade S2 section recommends adjustments to the OPSEC plan if a hostile intelligence collection asset was overlooked or misjudged.

   b) The brigade S2 section recommends adjustments to the brigade profile if an indicator, pattern, or signature was overlooked or misjudged.

   c) The brigade S2 section recommends adjustments to the analytical phase if a vulnerability or risk was overlooked or misjudged.

   d) The brigade S2 section recommends adjustments to the OPSEC measures selection and implementation phase if the OPSEC measures did not achieve the desired results.

   e) The brigade S2 section recommends adjustments to the evaluation phase if the evaluation did not:

      (1) Correctly or adequately display the collection capability of hostile forces.

      (2) Address the appropriate targeted activities.

   f) The brigade S2 section recommends adjustments to any combination of the four OPSEC phases as necessary.

6) The brigade S2 provides a pre-battle intelligence assessment and situation template to brigade and TF staff and commanders based on the division G2's updates and pre-LD reconnaissance activities. [AN; CALL Compendium, Volume I, Fall 88, p.15].

7) The brigade S2 briefs PIR during the OPORD brief. [CALL Compendium, Volume I, Fall 88, pp. 3 - 4].

j. The brigade S2 manages intelligence database requests. [FM 34-2, p. 3-23].

1) The brigade S2 section accesses the automated database to transfer incoming digital information straight into the brigade database and provides instant dissemination within the brigade intelligence section. [FM 34-2, p. 3-23].

2) The brigade S2 section handles simple requests of the database and refers more complex requests to the appropriate database manager brigade ACE. [FM 34-2, p. 3-23].

Outcome 3

Timely, accurate, relevant, and complete intelligence to higher units, adjacent units, and units within the brigade AO when it is needed.

Task Elements

1. **The brigade S2 section determines users of information.** [FM 34-2, p. 3-21].

   a. The brigade S2 section checks reports against outstanding requirements to determine who requested the information. [FM 34-2, p. 3-21].

   b. The brigade S2 section checks to determine if the report satisfies, completely or partially, the requirements of other users or can be used to indicate an unexpected threat to, or an opportunity for, a friendly unit. [FM 34-2, p. 3-21].

   c. The brigade S2 determines what information is suitable for exchange with host country forces and the processing requirements. [CALL Bulletin, No. 90-4, p. 15].

2. **The brigade S2 identifies media for dissemination.** [FM 34-2, p. 3-22].

   a. The brigade S2 determines the time sensitivity of each report and makes a decision about the best means of dissemination by considering categories of information: [FM 34-2, p. 3-21; FM 101-5, p. 6-4].

      1) CCIR: critical information which directly affects the brigade mission and the brigade commander's decisions. [FM 101-5, p. 6-6].

      2) Exceptional information: specific and vital information which signals the occurrence of one or more unpredictable, extraordinary events which directly affects the brigade mission and brigade commander's decision-making process. [FM 101-5, p. 6-10].

      3) Routine information: standard, repetitive information essential for day-to-day operations within the brigade. [FM 101-5, p. 6-5].

   b. The brigade S2 determines which media is optimal for disseminating information and intelligence using the following criteria: [FM 34-2, p. 3-22 to 3-23].

      1) The brigade S2 section uses voice (CNR or a conference call) in situations where speed in the transmission of a small amount of information is critical or for single distribution items. [FM 34-2, p. 3-22 to 3-23].

         a) The SINCGARS. [FM 101-5, p. 6-27].

b) The IHFR. [FM 101-5, p. 6-27].

c) Tactical satellite systems, when available. [FM 101-5, p. 6-27].

2) The brigade S2 section uses graphics and text for lengthy messages. [FM 34-2, p. 3-22].

    a) The brigade S2 section uses graphics as much as possible to depict: [FM 34-2, p. 3-22].

        (1)   Enemy situation INTSUM.

            (a)   Disposition.

            (b)   Composition.

            (c)   Strength.

        (2)   Terrain information.

        (3)   ECOA.

    b) The brigade S2 section uses text for the other OB factors. [FM 34-2, p. 3-22].

    c) The brigade S2 section uses photo assets to give commanders updated views of areas of operation prior to unit deployment to assist them and their staffs in the planning process. [CALL Newsletter, No. 93-7, pp. 16 - 20].

3) The brigade S2 section uses file transfers between two automated (digital) systems to disseminate graphics and text. [FM 34-2, p. 3-23].

    a) The MCS is used to integrate maneuver information with fire support, air defense, IEW, and CSS command and control information. [FM 101-5, p. 6-22].

    b) The AFATDS is used to coordinate the employment (e.g., planning, coordination, and control) of all service and combined fire support assets. [FM 101-5, p. 6-23].

    c) The FAADC^{3}I system is used to collect, store, process, display, and disseminate critical, time-sensitive air-situation and targeting information from FAADS. [FM 101-5, p. 6-24].

    d) The ASAS is used to: [FM 34-2, p. 3-23].

        (1)   Support IEW operations and technical control of MI assets. [FM 101-5, p. 6-24].

        (2)   Provide automated intelligence and information management by rapidly processing combat information and sensor reports from internal and external sources. [FM 101-5, p. 6-24].

        (3)   Produce fused, near-real-time, all-source information relative to the battlefield. [FM 101-5, p. 6-24].

    4)   The brigade S2 section uses a messenger with hard copy as a last resort. [FM 34-2, p. 3-23].

3.   **The brigade S2 disseminates information and intelligence.** [FM 34-2, p. 3-23].

  a. The brigade S2 determines how much to disseminate. [FM 34-2, p. 3-22].

    1)   The brigade S2 ensures that restrictions prohibiting the dissemination of information to allied or coalition forces are enforced. [FM 34-2, p. 3-22].

    2)   The brigade S2 prioritizes the dissemination schedule to provide only that information that is pertinent to the right users. [FM 34-2, p. 3-22].

    3)   The brigade S2 evaluates each element of reported information against the decisions, requirements, and supporting SIR and SOR for the identified and disseminates each "block" accordingly. [FM 34-2, p. 3-22].

  b. The brigade S2 arranges for the dissemination of information that is as direct as possible. [FM 34-2, p. 3-21].

    1)   The brigade S2 section disseminates highly perishable combat information immediately after receipt. [ARTEP 71-3 MTP, Task 71-3-2006/6b].

    2)   The brigade S2 writes into SOR the requirement for direct dissemination of intelligence to the original requestor. [FM 34-2, p. 3-21].

    3)   The brigade S2 arranges for direct dissemination of targeting intelligence to the FSE and targeting cells. [FM 34-2, p. 3-21].

    4)   The brigade S2 section disseminates all other combat information within 5 minutes of receipt. [ARTEP 71-3 MTP, Task 71-3-2006/6c].

  c. The brigade S2 develops an audit trail to track disseminated intelligence. [FM 34-2, p. 3-24].

1) The brigade S2 section has a system that ensures that everyone who requires information receives it. [FM 34-2, p. 3-24].

2) The brigade S2 section has a system that ensures that concerned users receive each report only once. [FM 34-2, p. 3-24].

3) The brigade S2 section has a system that tracks who has seen which messages. [FM 34-2, p. 3-24].

4) The brigade S2 section has a system that verifies the release of messages to authorized recipients and verifies receipt at the user location. [FM 34-2, p. 3-24].

5) The brigade S2 devises a system to track the status of each answered intelligence request that accounts for direct dissemination. [FM 34-2, p. 3-21].

d. The brigade S2 briefs the current enemy situation, forecasts of enemy activities, collection requirements and assets and recommendations to the brigade commander, brigade staff, subordinate commanders and staff, and supporting commanders and staff based on:

1) Judgment and the use of doctrinal intelligence analysis procedures. [ARTEP 71-3 MTP, Task 71-3-2003/2n].

2) Conclusions of BDA analysis. [FN-NTC, Bde INTEL OC].

e. The brigade S2 ensures that the precedence coding system is used (i.e., FLASH, PRIORITY). [FM 34-2, p. 3-23].

f. The brigade S2 ensures that the brigade S2 Section is proficient in terms of operating automated systems and is familiar with message formats. [FM 34-2, p. 3-23].

g. The brigade S2 section disseminates the following updated/refined information and intelligence products, as appropriate: [AN].

1) Intelligence estimate. [FM 34-80, pp. A-0 to A-29].

2) Intelligence annex to the OPORD. [FM 34-80, pp. A-0 to A-29].

3) Collection plan. [FM 34-80, pp. A-0 to A-29].

4) BDA. [FM 34-1, p. 2-14].

5) Force protection intelligence. [FM 34-1, p. 2-13].

6) Terrain and weather overlays/matrices. [FM 34-8-2, p. B-1].

    a) MCOO.

    b) Population status overlay.

    c) Key facilities and target overlay.

    d) Logistics sustainability overlay.

    e) Lines of communication overlay.

    f) Weather effects forecast matrix.

    g) Critical weather values matrix.

7) Templates and associated matrices. [FM 34-8-2, p. B-1].

    a) Threat models.

    b) The ECOAs.

    c) Situation/event templates/matrix.

    d) Intelligence information for the BOS synchronization matrix.

8) Requests and reports. [FM 34-80, pp. A-0 to A-29; AN].

    a) Graphic INTSUM reports.

    b) The INTREP.

    c) The TACREP.

    d) The ERTM.

    e) The RII.

    f) The RRII.

    g) The TACELINT reports.

    h) The EWRTM.

h. The brigade S2 answers questions about the accuracy, source, and completeness of information that arise during dissemination. [FM 34-2, p. 3-23].

i. The brigade S2 "pushes" essential information to concerned users and informs them of other available information. [FM 34-2, p. 3-23].

1) The brigade S2 section disseminates intelligence to support close operations to the brigade TAC CP as developed. [ARTEP 71-3 MTP, Task 71-3-2006/7d].

2) The brigade S2 section disseminates brigade TAC CP generated intelligence to the brigade main CP to support battle monitoring and future planning. [ARTEP 71-3 MTP, Task 71-3-2006/7b].

3) The brigade S2 section disseminates intelligence to all subordinate elements within the brigade. [ARTEP 71-3 MTP, Task 71-3-2006/7e].

4) The brigade S2 section disseminates information which satisfies higher headquarters intelligence collection taskings to the division G2 in spot report format and disseminates intelligence assessments by the most expeditious means available (i.e., FM communications secure, PCM, courier). [ARTEP 71-3 MTP, Task 71-3-2006/7c; Task 71-3-2006/7a].

5) The brigade S2 section makes recommendations to the brigade S3 regarding adjustments to the OPSEC plan based on evaluation results. [ARTEP 71-3-MTP, Task 71-3-2010/3].

   a) The brigade S2 section recommends adjustments to the OPSEC plan if a hostile intelligence collection asset was overlooked or misjudged.

   b) The brigade S2 section recommends adjustments to the brigade profile if an indicator, pattern, or signature was overlooked or misjudged.

   c) The brigade S2 section recommends adjustments to the evaluation phase if the evaluation did not:

      (1) Correctly or adequately display the collection capability of hostile forces.

      (2) Address the appropriate targeted activities.

   d) The brigade S2 section recommends adjustments to any combination of the four OPSEC phases as necessary.

6) The brigade S2 provides a pre-battle intelligence assessment and situation template to brigade and TF staff and commanders based on the division G2's

updates and pre-LD reconnaissance activities. [AN; CALL Compendium, Volume I, Fall 88, p.15].

7) The brigade S2 briefs PIR during the OPORD brief. [CALL Compendium, Volume I, Fall 88, pp. 3 - 4].

j. The brigade S2 manages intelligence database requests. [FM 34-2, p. 3-23].

1) The brigade S2 section accesses the automated database to transfer incoming digital information straight into the brigade database and provides instant dissemination within the brigade intelligence section. [FM 34-2, p. 3-23].

2) The brigade S2 section handles simple requests of the database and refers more complex requests to the appropriate database manager brigade ACE. [FM 34-2, p. 3-23].

REFERENCES

This subcomponent identifies the general background references.

McIlroy, B.J. Jr. (1996). <u>CCF task analysis formatted for ASAT</u> (Draft ARI Research Product). Alexandria, VA: U.S. Army Research Institute for the Behavioral and Social Sciences.

U.S. Army Training and Doctrine Command. (1993, September). <u>Blueprint of the battlefield</u> (TRADOC Pamphlet 11-9, Final Draft). Fort Monroe, VA.

This subcomponent identifies the references and sources used by the author to develop the CCF task list. This component provides users with sources for further information.

Field Manuals (FMs)

6-20-10	TTP for The Targeting Process, February 1995
6-20-30	TTP for Fire Support for CORPS and Division Operations, October 1989
25-100	Training the Force, 15 November 1988
25-101	Battle Focused Training, 30 September 1990
34-1	IEW Operations, September 1994
34-2	Collection Management and Synchronization Planning, March 1994
34-3	Intelligence Analysis, March 1990
34-8	Combat Commanders' Handbook on Intelligence, September 1992
34-8-2	Intelligence Officers' Handbook, Initial Draft, January 1995
34-80	Brigade and Battalion Intelligence and Electronic Warfare Operations, April 1986
34-130	Intelligence Preparation of the Battlefield, July 1994
71-3	The Armored and Mechanized Infantry Brigade, January 1996
71-123	Tactics, Techniques, and Procedures for Combined Arms Heavy Forces: Armored and Mechanized Infantry Brigade, Battalion/Task Force, and Company/Team, September 1992
101-5	Command and Control for Commanders and Staff (Draft), August 1993

Army Training and Evaluation Programs (ARTEPs)

34-245-10-DRILL   Drills/Procedures for the Intelligence Section, December 1987

71-3 MTP   Mission Training Plan for the Heavy Brigade Command Group and Staff, April 1988

Soldier Training Publications (STPs)

5-21II-MQS   Military Qualification Standards II Engineer (21) Company Grade Officer's Manual, March 1991

6-13II-MQS   Military Qualification Standards II Field Artillery Branch (13) Company Grade Officer's Manual, March 1991

6-13F14-SM-TG   Soldier's Manual and Trainer's Guide, MOS 13 F, September 1991

17-12II-MQS   Military Qualification Standards II Armor Branch (12) Company Grade Officer's Manual, February 1991

21-II-MQS   Military Qualification Standards II Of Common Tasks For Lieutenants and Captains, January 1991

21-24-SMCT   Soldier's Manual of Common Tasks, October 1992

34-35II-MQS   Military Qualification Standards II Military Intelligence Branch (35) Company Grade Officer's Manual, September 1991

34-96B14-SM-TG   Soldier's Manual and Trainer's Guide, MOS 96B (Intelligence Analyst) Skill Levels 1/2/3/4, December 1991

Published Lessons Learned

CALL Newsletter, "Operations Other Than War: Volume III, Civil Disturbance," No. 93-7, November 1993; pp. 16 - 20

CALL Newsletter, "Winning in the Desert: Tactics, Techniques and Procedures for Maneuver Commanders," No. 90-8, Special Edition, September 1990, INTELLIGENCE, pp. 1-4

CALL Newsletter, "Winning in the Desert: Tactics," No. 90-7, Special Edition, August 1990, TIPS ON FIGHTING IN THE DESERT, pp. 22-25

CALL Combat Training Centers (CTCs) Bulletin, "Lessons and Information," No. 93-4, July 1993, TACTICS, TECHNIQUES AND PROCEDURES (TTP), INTELLIGENCE, p. 27

CALL Bulletin, "Operation Just Cause Lessons Learned: Volume III. Intelligence, Logistics & Equipment," No. 90-9, October 1990, LOW INTENSITY CONFLICT (LIC)-SPECIFIC INTELLIGENCE PREPARATION OF THE BATTLEFIELD (IPB), p. III-3

CALL Bulletin, "Operation Just Cause Lessons Learned: Volume III. Intelligence, Logistics & Equipment," No. 90-9, Oct 90, DOCUMENT EXPLOITATION, p. III-2, HUMAN INTELLIGENCE (HUMINT), p. III-6

CALL Bulletin, "The Musicians of Mars: A Story of Synchronization for the Company/Team Commander," No. 90-6, June 1990, p. 16

CALL Bulletin, "Introduction to Low Intensity Conflict," No. 90-4, May 1990, p. 15

CALL Compendium, "Volume I: Heavy Forces," Fall 1988, INTELLIGENCE AND ELECTRONIC WARFARE, pp. 3-4

CALL Bulletin, "Deception," No. 3-88, July 1988, pp. 11-12.

Other References

Military Intelligence School Cadre, Ft. Huachuca, AZ

BCTP Tm B Intelligence Observer/Trainer (O/T), Ft. Leavenworth, KS

CGSC Intelligence Cadre, Ft. Leavenworth, KS

NTC Intelligence Observer/Controller O/C, Brigade Team, Ft. Irwin, CA

BCBST Intelligence Observer/Trainer (O/T), Ft. Leavenworth, KS

ACRONYMS AND ABBREVIATIONS

This component identifies the acronyms used by the author in the task analysis. Acronyms are derived from doctrinal publications.

A   A2C2   Army airspace command and control [FM 71-3]

AAR   after action review [FM 71-3]

ABE   assistant brigade engineer [FM 71-3]

ACE   analysis and control element [FM 6-20-10]

AD   air defense [FM 101-5]

ADA   air defense artillery [FM 71-3]

ADAO   air defense artillery officer [FM 71-3]

ADC   area damage control

AFATDS   advanced field artillery tactical data system

AI   area of interest [FM 34-130]

A/L   administrative/logistics

ALO   air liaison officer [FM 71-3]

AN   author note

ANGLICO   Air and naval gunfire liaison company [FM 101-5]

AO   area of operations [FM 71-3]

ARTEP   Army Training and Evaluation Program [FM 71-3]

ASAS   all-source analysis system [FM 71-3]

ASAT   Automated Systems Approach to Training

ATDL   Army Training Digital Library

AVN   aviation [FM 71-3]

B BCBST   Battle Command & Battle Staff Training

     BCT   brigade combat team

     BCTP   Battle Command Training Program [FM 101-5]

     BDA   battle damage assessment [FM 71-3]

     Bde   brigade [FM 71-3]

     BFV   Bradley Fighting Vehicle (M2/M3) [FM71-3]

     Bn   battalion [FM 71-3]

     BOS   battlefield operating system(s) [FM 71-3]

     BSA   brigade support area [FM 71-3]

     BSO   brigade/battalion signal officer [FM 71-3]

C C2   command and control [FM 71-3]

     C3   command, control, and communications [FM 71-3]

     CA   civil affairs

     CALL   Center for Army Lessons Learned

     CAS   close air support [FM 71-3]

     CATS   Combined arms Training Strategy

     CCF   critical combat function(s)

     CCIR   commander's critical information requirements [FM 71-3]

     Cdr   commander [FM 71-3]

     CEWI   combat electronic warfare intelligence

     CGSC   Command and General Staff College [AR 310-50]

     CHEMO   chemical officer

	CI	counterintelligence [FM 71-3]
	CIMIC	civil-military cooperation
	CNR	combat net radio
	Co	company [FM 71-3]
	COA	course of action [FM 71-3]
	COLT	combat observation lasing team [FM 71-3]
	COMSEC	communications security [FM 71-3]
	CP	command post [FM 71-3]
	CSS	combat service support [FM 71-3]
	CTC	Combat Training Center
	CTT	commander's tactical terminal
D	DF	direction finding [FM 6-20-10]
	DP	decision point [FM 71-3]
	DS	direct support [FM 71-3]
	DST	decision support template [FM 71-3]
	DTG	date-time-group
	DTTP	doctrine, tactics, techniques, and procedures
	DZ	drop zone [FM 71-3]
E	EA	engagement area [FM 71-3]
	ECOA	enemy course of action [FM 6-20-10]
	EEFI	essential elements of friendly information [FM 71-3]

	EPW	enemy prisoner(s) of war [FM 71-3]
	ERTM	electronics intelligence requirement tasking message
	EW	electronic warfare [FM 71-3]
	EWRTM	electronic warfare requesting/tasking message
F	FA	field artillery [FM 71-3]
	FAADC^{3}I	forward area air defense, command, control communications, and intelligence [FM 71-3]
	FAADS	forward area air defense system [FM 101-5]
	FAAR	forward area alerting radar
	FARP	forward arming and refuel point [FM 71-3]
	FASP	field artillery support plan [FM 71-3]
	FCT	firepower control team
	FDC	fire direction center
	FEA	front end analysis
	FFIR	friendly forces information requirements [FM 101-5]
	FM	field manual [FM 71-3]
	FN	field note
	FORSCOM	Forces Command
	FRAGO	fragmentary order [FM 71-3]
	FS	fire support [FM 71-3]
	FSB	forward support battalion [FM 71-3]
	FSE	fire support element [FM 71-3]
	FSO	fire support officer [FM 71-3]

G   G2   Intelligence, General Staff [FM 101-5]

       GS   general support [FM 71-3]

H   HHC   headquarters and headquarters company [FM 71-3]

       HPT   high payoff targets [FM 71-3]

       HQ   headquarters [FM 101-5]

       HUMINT   human intelligence [FM 71-3]

       HVT   high value target [FM 71-3]

I   IAW   in accordance with [AR 310-50]

       IEW   intelligence and electronic warfare [FM 71-3]

       IHFR   improved high-frequency radio

       INTEL   intelligence

       INTREP   intelligence reports [FM 71-3]

       INTSUM   intelligence summary [FM 71-3]

       IPB   intelligence preparation of the battlefield [FM 71-3]

       IPW   prisoner of war interrogation

       IR   information requirements [FM 71-3]

       I&W   indications and warnings [FM 34-130]

J   JSTARS   joint surveillance and target attack radar system [FM 71-3]

L   LAN   local area network [FM 71-3]

       LD   line of departure

	LIC	low intensity conflict
	LL	lessons learned
	LNO	liaison officer [FM 101-5-1]
	LTIOV	latest time intelligence of value [FM 34-130]
	LZ	landing zone [FM 71-3]
M	MCOO	modified combined obstacle overlay [FM 6-20-10]
	MCS	maneuver control system [FM 71-3]
	MEDEVAC	medical evacuation [FM 71-3]
	METL	mission essential task list [FM 71-3]
	METT-T	mission, enemy, terrain, troops, and time available [FM 71-3]
	MI	military intelligence [FM 71-3]
	MIJI	meaconing, intrusion, jamming, and interference
	MOPP	mission-oriented protective posture [FM 71-3]
	MOS	military occupation specialty [FM 71-3]
	MP	military police [FM 71-3]
	MQS	military qualification standards [ARTEP 71-3-MPT]
	MSR	main supply route [FM 71-3]
	MTP	mission training plan [FM 71-3]
N	NAI	named area of interest [FM 71-3]
	NBC	nuclear, biological, and chemical [FM 71-3]
	NCO	noncommissioned officer [FM 71-3]

	NTC	National Training Center
O	OB	order of battle [FM 101-5]
	OC	observer-controller [FM 101-5]
	OEG	operational exposure guidance [FM 101-5]
	Off	officer [FM 71-100]
	O&I	operations and intelligence
	OPFOR	opposing forces
	Opns	operations
	OPORD	operations order [FM 71-3]
	OPSEC	operational security [FM 71-3]
	OT	observer/trainer
P	PCM	pulse code modulation
	PIR	priority intelligence requirements [FM 71-3]
	Plt	platoon [FM 71-3]
	PSYOPS	psychological operations [FM 71-3]
R	RACO	rear area combat operations
	RI	request for information
	RII	request for intelligence information [FM 34-1]
	ROE	rules of engagement [FM 71-3]
	RP	research product
	RRII	response to request for intelligence information

	R&S	reconnaissance and surveillance [FM 71-3]
	RTO	radiotelephone operator
S	S1	Adjutant/Personnel Officer, Brigade and Battalion Staff [FM 71-3]
	S2	Intelligence Officer, Brigade and Battalion Staff [FM 71-3]
	S3	Operations and Training Officer, Brigade and Battalion Staff [FM 71-3]
	S3-Air	Operations and Training Officer - Air Operations, Brigade and Battalion Staff [FM 71-3]
	S4	Supply/Logistics Officer, Brigade and Battalion Staff [FM 71-3]
	S5	Civil Affairs Officer, Brigade and Battalion Staff [FM 71-3]
	SALT	supporting arms liaison team
	SALUTE	size, activity, location, unit, time, equipment [FM 71-3]
	SATS	Standard Army Training System
	SEAD	suppression of enemy air defense
	SGT	Sergeant
	SIGSEC	signals security
	SINCGARS	Single-channel ground and airborne radio system
	SIR	specific information requirements
	SITMAP	situation map
	SITREP	situation report
	SM	Soldier's Manual

	SMCT	Soldier's Manual of Common Tasks
	SME	subject matter expert [FM 71-3]
	SO	signal officer
	SOI	signal operations instructions [FM 71-3]
	SOP	standing operating procedures [FM 71-3]
	SOR	specific orders and requests [FM 6-20-10]
	SPOTREP	spot report [FM 71-3]
	SR	senior
	STAARS	standard after action review system
	STP	soldier's training publication [FM 25-101]
T	TA	Task analysis
	TAC CP	tactical command post [FM 71-3]
	TACELINT	tactical electronic intelligence
	TACFIRE	tactical fire direction system
	TACP	tactical air control party [FM 71-3]
	TACREP	tactical report [FM 34-3]
	TACSOP	tactical standing operating procedures
	TADSS	training aids, devices, simulators, and simulations
	TAI	target area(s) of interest [FM 71-3]
	TF	task force [FM 71-3]
	TG	trainer's guide
	THP	take home package

	TOC	tactical operations center [FM 71-3]
	TOE	tables of organization and equipment [FM 71-3]
	TOW	tube-launched, optically-tracked wire-guided missile
	TRADOC	Training and Doctrine Command
	TSOP	tactical standing operating procedures [FM 71-3]
	TSP	training support package
	TTP	tactics, techniques, and procedures [FM 71-3]
	TVA	target value analysis [FM 71-3]
U	UAV	unmanned aerial vehicle [FM 71-3]
	US	United States
	USMC	United States Marine Corps
	USN	United States Navy
V	VFMED	variable format message entry device
W	WAN	wide area network [FM 34-1]
	WARNO	warning order [FM 101-5-1]
X	XO	executive officer [FM 71-3]

INDEX of CRITICAL COMBAT FUNCTIONS (CCFs)
Grouped By Battlefield Operating System (BOS)

This component lists the 39 CCFs for each BOS which have been identified as relevant to U.S. Army tactical echelon units. These CCFs were identified based on an analysis of TRADOC Pamphlet 11-9,"Blueprint of the Battlefield." The purpose of this component is to depict the BOS and the CCF which define each BOS.

INTELLIGENCE	(1)	Conduct intelligence planning.
	(2)	Collect information.
	(3)	Process information.
	(4)	Disseminate intelligence.
MANEUVER	(5)	Conduct tactical movement.
	(6)	Engage enemy with direct fire and maneuver.
AIR DEFENSE	(16)	Take active air defense measures.
	(17)	Take passive air defense measures.
FIRE SUPPORT	(7)	Employ mortars.
	(8)	Employ field artillery.
	(9)	Employ close air support.
	(10)	Conduct electronic collection and electronic attack.
	(11)	Conduct battlefield psyops.
	(12)	~~Employ chemical weapons~~*.
	(13)	Conduct counter target acquisition operations.
	(14)	Employ naval surface fires.
	(15)	Coordinate, synchronize and integrate fire support.
MOBILITY AND SURVIVABILITY	(21)	Overcome obstacles.
	(22)	Enhance movement.
	(23)	Provide countermobility.
	(24)	Enhance physical protection.
	(25)	Provide operations security.
	(26)	Conduct deception operations.
	(27)	Provide NBC defense.

---

* Although U.S. national policy has renounced the use of chemical weapons, this CCF is retained because it is a function which could be performed by other nations.

COMMAND AND CONTROL	(18)	Plan for combat operations.
	(19)	Direct and lead unit during preparation for the battle.
	(20)	Direct and lead units in execution of battle.
COMBAT SERVICE SUPPORT	(28)	Provide transport services.
	(29)	Conduct supply operations.
	(30)	Provide personnel services.
	(31)	Maintain weapons systems and equipment.
	(32)	Provide health services.
	(33)	Treat and evacuate battlefield casualties.
	(34)	Conduct EPW operations.
	(35)	Conduct law and order operations.
	(36)	Conduct civil affairs operations.
	(37)	Provide sustainment engineering.
	(38)	Evacuate non-combatants from area of operations.
	(39)	Provide field services.

STRUCTURE OF CRITICAL COMBAT FUNCTIONS (CCFs)
RELEVANT TO BRIGADE OPERATIONS

This component provides a description of each CCF and the BOS with which it is aligned. Included with each CCF definition is a listing of major doctrinal topics and aspects addressed by the CCF. These definitions provide the necessary framework required to understand the focus of each CCF. Under most circumstances, brigades will be involved in the accomplishment of some or all aspects of the CCF. The involvement can vary from extensive, wherein the CCF is a major focus, to minor, wherein the brigade only furnishes information. In the latter instances, the involvement may not be sufficient to warrant incorporation into a brigade's training program, although the brigade's responsibilities are likely addressed in its SOP for tactical operations (TACSOP). The CCF definitions were extrapolated from TRADOC Pamphlet 350-7 "Blueprint of the Battlefield," as well as other doctrinal publications relevant to the applicable CCF or BOS.

1. **Intelligence BOS** - The ways and means of acquiring, analyzing, and using knowledge of the enemy, weather, and terrain required by a commander in planning, preparing, and conducting combat operations. These CCFs are continuous throughout the planning, preparation, and execution phases of the battle.

   a. **CCF (1) Conduct Intelligence Planning** - The development and coordination of information relative to the enemy, weather, and terrain prior to and during the development of the unit OPORD; the planning to collect information from battlefield sources and to acquire intelligence from other headquarters. Focus of this CCF is the IPB. This CCF addresses:

   1) R & S Plan.

   2) Integrated threat templates (e.g., doctrinal, event, input to DST).

   3) Terrain and weather analysis.

   b. **CCF (2) Collect Information** - Obtaining information in any manner from BCT's elements and from sources outside the BCT (e.g., higher headquarters and adjacent units). This CCF includes the tasks associated with managing the processes and activities necessary to collect battlefield information which may eventually be used to provide intelligence relative to the enemy, terrain, and weather. This CCF addresses:

   1) Information collected as a result of the R & S Plan.

   2) Continuous information collection and acquisition from all sources.

   c. **CCF (3) Process Information** - The conversion of information into intelligence through collation, evaluation, analysis, integration, and interpretation in a continual process.

This CCF addresses:

1) Evaluation of threat information.

2) Evaluation of physical environment information.

3) Integration of intelligence information.

4) Development of enemy intentions.

5) Development of targeting information.

6) Preparation of intelligence reports.

7) Update of situational template.

8) Provision of battlefield area reports.

d. **CCF (4) Disseminate Intelligence** - Transmission of information by any means (verbal, written, electronic, etc.) from one person or place to another to provide timely dissemination of critical intelligence to all appropriate members of the combined arms team. This CCF addresses:

1) The sending of processed intelligence in a timely manner to those on the combined arms team who can, by its receipt, take appropriate actions to accomplish the mission. This includes intelligence on the enemy, terrain, and weather.

2) The sending of raw intelligence directly from those responsible for reconnaissance and surveillance to the commander should that raw intelligence be time sensitive (and not be subject to receipt and processing by intelligence analysts).

3) Dissemination of battlefield reports.

2. **Maneuver BOS** - The employment of direct fire weapons, platforms, and systems through movement and fire and maneuver to achieve a position of advantage in respect to enemy ground forces in order to accomplish the mission. The direct fire weapons are tank guns, Bradley Fighting Vehicle (BFV) 25mm, anti-tank guns and rockets, attack helicopter guns and rockets, small arms, crew-served weapons, and directed energy weapons systems.

a. **CCF (5) Conduct Tactical Movement** - Planning for and directing the positioning of direct fire weapons systems relative to the enemy to secure or retain positional advantage, making full use of terrain and formations. Tactical movement occurs when

contact with the enemy is likely or imminent but direct fire engagement has not yet occurred. Units supporting maneuver units are included. This CCF addresses:

1) Subordinate element OPORD preparation and dissemination.

2) Preparation for movement.

3) Movement, both mounted and dismounted, and both on and off road.

4) Closure of movement to tactical assembly area or tactical positions.

5) Navigation.

6) Air movement.

b. **CCF (6) Engage Enemy with Direct Fire and Maneuver** - Planning for and directing elements in ground combat with the enemy using direct fire and/or close combat in order to destroy the enemy or cause him to withdraw. This CCF relates only to those direct fire weapons systems associated with the maneuver BOS. This CCF addresses:

1) Preparation of engagement areas.

2) Rehearsals of battle plans.

3) Prevention of fratricide.

4) Conduct of close combat.

5) Integration of direct fire with maneuver.

6) Control of terrain.

7) Consolidation and reorganization.

3. **Fire Support BOS** - The collective, coordinated, and synchronized use of target acquisition data, indirect fire weapons, armed aircraft (less attack helicopters) and other lethal and non-lethal means against ground targets in support of maneuver force operations and to achieve the commander's intent and scheme of maneuver. The fire support BOS addresses these weapons: mortars, field artillery, close air support, electronic measures, and naval surface fires.

a. **CCF (7) Employ Mortars** - Planning for and employment of mortars by the maneuver unit to place fires on the enemy or terrain to support the commander's concept and intent.

11-3

b. **CCF (8) Employ Field Artillery** - Planning for and directing of indirect artillery fires to be placed on the enemy or terrain to support the commander's concept and intent. The fire support coordination tasks necessary to integrate the field artillery and the maneuver units are the primary focus. This CCF does not address those field artillery tasks associated directly with those actions taken by the batteries of the artillery battalion in the conduct of their support mission such as fire direction center (FDC) operations, gun operations, etc. This CCF addresses:

   1) Fire support - maneuver unit rehearsals.

   2) FSE operations during the preparation and execution phases of the battle.

   3) Positioning and movement within the maneuver unit sector or zone.

   4) Indirect fire missions in support of maneuver commander's concept and intent.

c. **CCF (9) Employ Close Air Support** - Planning for, requesting, and employing armed aircraft (less attack helicopters) in coordination with other fire support (lethal and non-lethal) against ground targets in support of the maneuver force commander's concept and intent. This CCF addresses:

   1) Air-ground attack requests.

   2) Airspace coordination and management.

   3) Air liaison officer, forward air controller other Army fire support coordination officers, United States Navy (USN)/United States Marine Corps (USMC) brigade team commander, supporting arms liaison team (SALT) and firepower control team (FCT) tasks that enable air-to-ground attacks.

d. **CCF (10) Conduct Electronic Collection and Jamming** - Planning for and directing actions taken to deny the enemy effective command, control, and communications (C3) of his own tactical force in support of maneuver commander's concept and intent. This CCF includes jamming, deception, and collection.

e. **CCF (11) Conduct Battlefield PsyOps** - Planning for and directing the conduct or support of psychological operations (when psychological operations units are available) as an integral part of combat operations to bring psychological pressure to bear on enemy forces and civilians under enemy control in the battle area, to assist in the achievement of tactical objectives in support of maneuver commander's concept and intent.

11-4

f. ~~CCF (12) Employ Chemical Weapons~~[1] - Employing chemical agents or other means to degrade enemy capabilities in support of maneuver commander's concept and intent.

g. **CCF (13) Conduct Counter Target Acquisition Operations** - Planning for and directing the suppression (e.g., using smoke or dazzling illumination) to degrade enemy direct observation, optics, radar, sensors, electronic direction find (DF) equipment, and imaging systems in support of maneuver commander's concept and intent.

h. **CCF (14) Employ Naval Surface Fires** - Planning for and directing naval gunfire in support of the maneuver commander's concept and intent.

i. **CCF (15) Coordinate, Synchronize, and Integrate Fire Support** - Coordinating all fire support means in support of the maneuver commanders' concepts and intents. The CCF integrates CCF 7-14.

4. **Air Defense BOS** - The means and measures organic or assigned to the maneuver commander which, when employed successfully, will nullify or reduce the effectiveness of attack by hostile aircraft or missiles after they are airborne.

a. **CCF (16) Take Active Air Defense Measures** - Planning for and directing the application of firepower to destroy enemy air targets. This CCF encompasses the coordinating tasks which enable the maneuver commander to successfully employ any attached or assigned air defense weapons system, as well as the tasks necessary to employ all organic weapons systems against enemy air targets. This CCF addresses:

   1) Employment of air defense artillery guns and missiles.

   2) Employment of maneuver unit weapons systems such as small arms, automatic weapons, BFV 25 mm and tube-launched, optically-tracked, wire-guided missile (TOW), and tank main gun against enemy air.

   3) Airspace management.

   4) Early warning.

b. **CCF (17) Take Passive Air Defense Measures** - Planning for and directing the protection of the maneuver force from enemy air by means other than weapons. This CCF addresses:

---

[1] Although U.S. national policy has renounced the use of chemical weapons, this CCF is retained because it is a function which could be performed by other nations.

1) Early warning.

2) Dispersion.

3) Deception.

5. **Command and Control BOS** - The ways and means a maneuver commander exercises authority and direction over organic and assigned combat power in the accomplishment of the mission.

a. **CCF (18) Plan for Combat Operations** - The integration of all members of the combined arms team in the coordinated development of the maneuver unit operations order which will guide the activities of the combined arms team in conducting combat operations to accomplish assigned missions. The product/outcome of this CCF is a briefed, understood OPORD. This CCF addresses:

1) Receipt and analysis of higher HQ OPORD.

2) Issuance of warning order.

3) Restated mission statement.

4) Commander's estimate process/troop-leading procedures.

5) Commander's guidance.

6) Mission analysis (includes course of action development).

7) Decision brief to commander.

8) Development of a synchronized OPORD.

9) Reproduction and distribution of OPORD to all participants.

10) Briefing of OPORD; understanding of order by participants.

11) FRAGO planning and issue.

b. **CCF (19) Direct and Lead Unit during Preparation for the Battle** - The ways and means to prepare the maneuver force for the battle so that the maneuver force is ready to support the maneuver commander's concept and intent. This CCF addresses:

1) Commander's actions and decisions.

2) Directing preparation for the battle.

3) Issuing orders.

4) Communicating information.

5) Confirmation briefs and backbriefs.

6) Rehearsals.

7) Maintaining and updating information and force status.

8) Decisions to act or change ongoing actions.

9) Confirming IPB through the reconnaissance effort.

10) Determining actions to implement decisions.

11) Synchronizing preparation (e.g., management of time).

12) TOC operations (e.g., staff integration).

13) Second in command responsibilities.

14) Continuous and sustained operations.

15) Communications (e.g., planning, installation and operation of system, management, site election).

c. **CCF (20) Direct and Lead Units in Execution of Battle** - The ways and means to command and control the maneuver force's execution of the battle plan (engaging the enemy in battle) to accomplish the maneuver commander's concept and intent. This CCF addresses:

1) Commander's actions and decisions.

2) Directing the conduct of the battle.

3) Issuing orders.

4) Information distribution.

5) Synchronizing tactical operations (e.g., use of DST).

6) TOC operations (includes CP displacement, security, survivability, battle tracking).

7) Continuity of command (e.g., C2 redundancy).

8) Second in command responsibilities.

9) Continuous and sustained operations.

10) Consolidation and reorganization.

6. **Mobility and Survivability BOS** - The ways and means that permit freedom of movement, relative to the enemy, while retaining the force's ability to fulfill its primary mission, as well as the measures the force takes to remain viable and functional by protection from the effects of enemy weapons systems and natural occurrences.

a. **CCF (21) Overcome Obstacles** - Planning for and directing actions to remove or clear/reduce natural and man-made obstacles.

b. **CCF (22) Enhance movement** - Planning for and coordinating elements providing mobility for the maneuver unit in its area of operations. This CCF addresses:

1) Construction and repair of combat roads and trails.*

2) Facilitating movement on routes. (This includes control of road traffic and control of refugees and stragglers.)*

3) Tracking status of routes.*

4) Host nation support.*

c. **CCF (23) Provide Countermobility** - Planning for and directing actions to delay, channel, or stop enemy offensive movement consistent with the commander's concept and intent by enhancing the effectiveness of friendly direct and indirect weapons systems.

d. **CCF (24) Enhance Physical Protection** - Planning for and directing actions that provide protection of friendly forces on the battlefield by enhancing the physical protection of personnel, equipment and weapons systems, and supplies.

e. **CCF (25) Provide Operations Security** - Planning for and directing action to deny information to the enemy about friendly capabilities and intentions by identifying, controlling, and protecting indicators associated with planning and conducting military operations. This CCF addresses:

---

* Normally accomplished by units supporting the division.

        1)   Analysis to determine key assets and threats to them.

        2)   Monitoring of implementation of OPSEC measures.

        3)   Physical security measures.

        4)   Signal security.

        5)   Electronic security.

f.   **CCF (26) Conduct Deception Operations** - Taking actions in accordance with the division's or corps' deception plan to mask the objectives of tactical operations in order to delay effective enemy reaction. This CCF addresses:

        1)   Physical deception.

        2)   Electronic deception.

g.   **CCF (27) Provide NBC Defense** - Planning for and directing actions to absorb, destroy, neutralize, make harmless, or remove chemical or biological agents or to remove radioactive material. This CCF addresses:

        1)   Decontamination of individual soldiers and equipment.

        2)   Decontamination of weapons systems and supplies.

        3)   Hasty and deliberate decontamination.

7.   **Combat Service Support BOS** - The support, assistance, and service provided to sustain forces, primarily in the area of logistics, personnel services, and health services.

a.   **CCF (28) Provide Transport Services** - Planning for and directing provision or coordination for transportation which will assure sustainment support operations in support of the maneuver commander. This CCF addresses:

        1)   Movement of cargo, equipment, and personnel by surface or air.

        2)   Loading, transloading, and unloading material and supplies.

        3)   Reporting status.

b.   **CCF (29) Conduct Supply Operations** - Planning for and directing provision of the items necessary to equip, maintain, and operate the force during the preparation and execution phases of the battle. This CCF addresses:

1) Requesting, receiving, procuring, storing, protecting, relocating, and issuing supplies to the specific elements of the force.

2) Providing munitions to weapons systems.

3) Providing fuel and petroleum products to equipment and weapons systems.

4) Reporting status.

c. **CCF (30) Provide Personnel Services** - Planning for and directing all personnel-related matters to sustain the force. This CCF addresses:

1) Personnel administrative services.

   a) Replacement, casualty reporting.

   b) Awards and decorations.

   c) Postal operations.

   d) Promotions, reductions.

2) Financial services.

3) Unit ministry team operations.

4) Legal services.

5) Public affairs services.

6) Preservation of the force through safety.

7) Management of stress.

8) Reporting status.

d. **CCF (31) Maintain Weapons Systems and Equipment** - Planning for and directing preservation and repair of weapons systems and equipment. This CCF includes the provision of repair parts and end items to all members of the combined arms team before, during, and after the battle. Included also is doctrinal echeloning of maintenance (organization, DS, general support (GS)). This CCF addresses:

1) Recovery.

    2)   Diagnosis, substitution, exchange, repair, and return of equipment and weapons systems to the combined arms force.

    3)   Reporting status.

e.   **CCF (32) Provide Health Services** - Planning for, directing, and coordinating health services regardless of location to promote, improve, conserve, or restore the mental or physical well-being of individuals or groups. This CCF addresses:

    1)   Preventive medicine.

    2)   Field sanitation.

    3)   Mental health.

f.   **CCF (33) Treat and Evacuate Battlefield Casualties** - Planning for and directing the application of medical procedures on battlefield casualties beginning with "buddy aid" through treatment by trained medical personnel. The CCF includes movement of casualties from the forward edge of the battlefield back to division-level medical facilities. This CCF addresses:

    1)   Triage of battlefield casualties.

    2)   Treatment and movement of casualties to rear (medical evacuation (MEDEVAC)).

    3)   Evacuation.

    4)   Handling and processing the remains of soldiers who have died of wounds.

    5)   Reporting status.

g.   **CCF (34) Conduct Enemy Prisoners of War (EPW) Operations** - Planning for and directing the collection, processing, evacuation, and safeguarding of enemy prisoners of war. This CCF addresses:

    1)   Collecting and evacuating EPW.

    2)   Searching, segregating, safeguarding, silencing, and rapid rearward movement of EPW.

h.   **CCF (35) Conduct Law and Order Operations** - Enforcing laws and regulations and maintaining of unit and personnel discipline.

i.   **CCF (36) Conduct Civil Affairs Operations** - Planning for, directing, and/or

coordinating assigned tasks to conduct activities which encompass the relationship between the military forces and civil authorities and the citizens in a friendly or occupied country or area when U.S. military forces are present.

j. **CCF (37) Provide Sustainment Engineering** - Planning for and coordinating the actions of elements (when in the brigade area); providing repair and construction of facilities and lines of communication. This CCF addresses:

1) Rear area restoration.*

2) Construction and maintenance of lines of communication (roads, railroads, ports, airfields).*

3) Construction support:

   a) Marshaling, distribution and storage facilities.*

   b) Pipelines.*

   c) Fixed facilities.*

   d) Well drilling.*

   e) Dismantlement of fortifications.*

k. **CCF (38) Evacuate Non-combatants from Area of Operations** - Planning for and directing the maneuver unit's participation in actions to use available military and host-nation resources for the evacuation of United States (U.S.) forces, dependents, U.S. government civilian employees, and private citizens (U.S. and other). This CCF addresses:

1) Medical support.

2) Transportation.

3) Security.

4) Preparation of temporary shelters.

5) Operation of clothing exchange facilities.

6) Operation of bathing facilities.

---

* Normally accomplished by units supporting the division.

7)   Graves registration.

8)   Laundry.

9)   Feeding.

l. **CCF (39) Provide Field Services** - Planning for and coordinating the provision of service logistics functions by CSS elements*. This CCF addresses:

1)   Clothing exchange.

2)   Shower facilities.

3)   Graves registration.

4)   Laundry and clothes renovation.

5)   Bakeries.

6)   Feeding (rations supply, kitchens).

7)   Salvage.

* Normally accomplished by units supporting the division.

CCFs LISTED BY ECHELON AND TYPE UNIT

This component indentifies which CCFs tend to occur in which echelon/type unit. These occurrences are ones found in research and analyses performed to date. Others may also exist.

INTELLIGENCE BOS	Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(1) Conduct Intelligence Planning	X	X	X	X	X	
(2) Collect Information	X	X	X	X	X	X
(3) Process Information	X	X	X	X	X	X
(4) Disseminate Information	X	X	X	X	X	X

MANEUVER BOS	Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(5) Conduct Tactical Movement	X	X	X	X	X	X
(6) Engage the Enemy with Direct Fire and Maneuver	X	X[1]				

FIRE SUPPORT BOS	Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(7) Employ Mortars	X					X
(8) Employ Field Artillery	X	X	X		X	X
(9) Employ Close Air Support	X	X				

---

[1] CCF 6, as defined, concerns how units will engage the enemy through maneuver and direct fires. The function is performed by the element directly controlling the direct fire systems. Initial analysis indicates that this is accomplished by maneuver battalions, such as a mechanized infantry or armor Bn TF, and attack helicopter battalions. The brigade commander and brigade staff's involvement in the engagement of the enemy is through direction of the subordinate battalions. Hence, the brigade's control is not direct to the systems involved. Therefore, the brigade involvement is described within the context of CCF 18, 19, and 20. Further analysis is required.

FIRE SUPPORT BOS (cont.)	Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(10) Conduct Electronic Collection and Jamming						
(11) Conduct Battlefield PSYOPS						
~~(12) Employ Chemical Weapons~~ [2]						
(13) Conduct Counter Target Acquisition Operations			X			
(14) Employ Naval Surface Fires		X				
(15) Coordinate, Synchronize, and Integrate Fire Support	X	X	X	X	X	

AIR DEFENSE BOS	Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(16) Take Active Air Defense Measures	X	X				X
(17) Take Passive Air Defense Measures	X	X	X	X	X	X

COMMAND AND CONTROL BOS	Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry[3]
(18) Plan for Combat Operations	X	X	X	X	X	X
(19) Direct and Lead Units During Preparation for Battle	X	X	X	X	X	X
(20) Direct and Lead Units in Execution of Battle	X	X	X	X	X	X

[2] Although U.S. national policy has renounced the use of chemical weapons, this CCF is retained because it is a function which could be performed by other nations.

[3] The battle phases of plan, prepare, and execute are inherent to the ADA battery's performance of CCF 16, Take Active Air Defense Measures.

MOBILITY AND SURVIVABILITY BOS		Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(21)	Overcome Obstacles	X	X				
(22)	Enhance Movement				X		
(23)	Provide Countermobility	X	X		X	X	
(24)	Enhance Physical Protection	X	X	X	X	X	X
(25)	Provide Operations Security	X	X	X	X	X	X
(26)	Conduct Deception Operations						
(27)	Provide NBC Defense	X	X	X	X	X	X

COMBAT SERVICE SUPPORT BOS		Bn TF	Bde	FA Bn	Eng Bn	FS Bn	ADA Btry
(28)	Provide Transport Service	X	X	X	X	X	
(29)	Conduct Supply Operations	X	X	X	X	X	X
(30)	Provide Personnel Services	X	X	X	X	X	
(31)	Maintain Weapons Systems and Equipment	X	X	X	X	X	X
(32)	Provide Health Service		X			X	
(33)	Treat and Evacuate Battlefield Casualties	X	X	X	X	X	X
(34)	Conduct Enemy Prisoner of War Operations		X				
(35)	Conduct Law and Order Operations						
(36)	Conduct Civil Affairs Operations						
(37)	Provide Sustainment Engineering						
(38)	Evacuate Non-combatants from Area of Operations						
(39)	Provide Field Services					X	